



Our ref: DHS/19/02736
Your ref: 7249048

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Ms Nat Cook MP
Member for Hurtle Vale
PO Box 158
WOODCROFT SA 5162

Sent by email: shadowhumanservices@parliament.sa.gov.au

Dear Ms Cook

I refer to your application under the *Freedom of Information Act 1991* (the Act), received by the Department of Human Services (DHS) on 27 January 2019, seeking access to:

Copies of any and all documents (including but not limited to physical and electronic material) regarding DHS, SAHT, SAHA or Ministerial Paper 18MHS/0752.

Unfortunately, DHS was unable to make a determination on your application within the 30 days, therefore it is considered to be a 'deemed refusal' under section 19(2)(b) of the Act. However, DHS has continued to process your application outside of this timeframe. Section 19(2)(a) of the Act provides that an agency can release documents outside of the thirty-day timeframe, and this is still taken to be a determination under the Act.

Four documents were located that fit within the scope of your request and I have determined to release these documents in full. Please find enclosed a copy of the documents released, and a document schedule containing a brief description of each document and determination in summary form.

In accordance with the requirements of Premier and Cabinet Circular PC045, details of your FOI application, and the documents to which you are given access, may/will be published on the agency's disclosure log. A copy of PC045 can be found at <http://dpc.sa.gov.au/what-we-do/services-for-government/premier-and-cabinet-circulars>.

If you have any questions in relation to this matter, please contact Fiona Braendler, Senior FOI Officer, on telephone 8413 9094 or by email at DHSFreedomofInformation@sa.gov.au. If you disagree with publication, you will need to advise the Senior FOI Officer within two weeks of the date of this determination.

Yours sincerely

Matthew Schutz
ACCREDITED FOI OFFICER

15 / 05 / 2019

SCHEDULE OF DOCUMENTS – DHS/19/02736

Freedom of information application from Nat Cook MP seeking copies of any and all documents (including but not limited to physical and electronic material) regarding DHS, SAHT, SAHA or Ministerial Paper 18MHS/0752.

No	Author	Date	Description of document	Determination	Reason
1.	Nada Holicky, A/Principal Policy Officer, Youth Justice	24/10/2018	Briefing – 18MHS/0752 - Home Strait: A Diversionary Residential Rehabilitation Facility Briefing Report	Released in full	No exempt material
2.			Attachment 1 to Document 1 - Minute from Hon Vickie Chapman MP and Home Strait - A Diversionary Residential Rehabilitation Facility briefing report	Released in full	No exempt material
3.			Attachment 1 to Document 2 - Home Start: A Diversionary Residential Rehabilitation Facility briefing report	Released in full	No exempt material
4.			Attachment 2 to Document 1 - Minute to Hon Vickie Chapman MP re Home Strait - A Diversionary Residential Rehabilitation Facility briefing report	Released in full	No exempt material

18MHS/0752



Government of South Australia

Department of Human Services


TO MINISTER FOR HUMAN SERVICES

RE: HOME STRAIT: A DIVERSIONARY RESIDENTIAL REHABILITATION FACILITY
BRIEFING REPORT

Decision/action required by:...../...../.....

Reason:.....

Recommendation	Response
1. That you note the content of this briefing regarding the Home Strait report forwarded to you by the Hon Vickie Chapman MP, Attorney-General.	Approved / Not Approved / <u>Noted</u>
2. That you approve, sign and send the attached minute to the Attorney-General.	<u>Approved</u> / Not Approved / Noted

Comments:	 Hon Michelle Lensink MLC <u>24 / 10 / 2018</u>
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PURPOSE

To acknowledge receipt of the Home Strait: A Diversionary Residential Rehabilitation Facility Briefing Report sent to you by the Hon Vickie Chapman MP, Attorney-General, on 23 August 2018.

KEY POINTS

- The Home Strait: A Diversionary Residential Rehabilitation Facility Briefing Report (the report) was forwarded to you by the Hon Vickie Chapman MP, Attorney-General, who received it during a meeting with the private service delivery company Serco.
- The report describes a proposal by Serco and a number of other organisations to establish a rehabilitation facility in New South Wales for young, predominantly Aboriginal, men aged 18 to 24, who are on remand.
- The program responds to similar issues faced in South Australia in relation to the current lack of suitable bail accommodation for young people, the high proportion of young people on remand in the Adelaide Youth Training Centre (AYTC) and, more broadly,

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recognition of the need for an integrated service response to achieve long-term positive outcomes for young people involved in the justice system.

- A response minute, which draws links to initiatives being considered under the Connected Youth Justice Strategy as a means of achieving similar positive outcomes, is provided for your approval and signature.

RISKS/SENSITIVITIES

None identified.

DISCUSSION

The Home Strait program has been developed for young men aged 18 to 24 years, living in the mid-north/north coast region of New South Wales, with a specific (but not exclusive) focus on Aboriginal young people, as an alternative to remand in custody.

The program plans to utilise residential facilities on the grounds of an Aboriginal Cultural Centre in the region and incorporates therapy ("equine-assisted") with training and employment opportunities (racing industry related). Specific costs for the program are not identified in the report, which is seeking support from the NSW Government and proposes a social impact investment model with partners from banking, legal and horse racing-related industries.



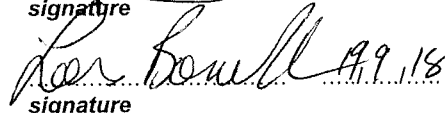
In South Australia, the *Young Offenders Act 1993* provides a ceiling age of 21 years for people charged with a youth offence to be remanded to the AYTC and Youth Justice typically has very few AYTC residents aged 18 years and over. However a high proportion of AYTC residents are not sentenced (i.e. on remand) and there are limited options in South Australia for appropriate bail accommodation for young people as an alternative to custody. As such, any opportunities to implement programs similar to Head Strait in South Australia would be encouraged.

The foundation of the proposed program, acknowledging and addressing the complex needs of young people through various therapeutic and practical means, reflects the intent of South Australia's Connected Youth Justice Strategy to drive integrated service responses to ensure better outcomes for young people involved in the wider justice system. This point, and the opportunities it presents are covered in the proposed response to the Attorney-General.

BUDGET

Are there financial implications No

Is there a budget impact No

Division	Youth Justice	
Director	Rohan Bennett	 signature 17/9/18
Executive Director	Michael Homden	 signature 17/9/18
Acting Chief Executive	Lois Boswell	 signature 17/9/18

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ATTACHMENTS

1. Minute from Hon Vickie Chapman MP and Home Strait - A Diversionary Residential Rehabilitation Facility briefing report
2. Minute to Hon Vickie Chapman MP re Home Strait - A Diversionary Residential Rehabilitation Facility briefing report

Contact Officer:	Nada Holicky, A/Principal Policy Officer 841 54319/ nada.holicky3@sa.gov.au
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The Hon Vickie Chapman MP

18AGO1717

23 August 2018

Hon Michelle Lensink MLC
Minister for Human Services

Via email: dhsministerforhumanservices@sa.gov.au

Dear Minister

Home Start: A Diversionary Residential Rehabilitation Facility briefing report

I write to you regarding the summary briefing (August 2018) of Home Start: A Diversionary Residential Rehabilitation Facility.

This report looks into affording young adult offenders trauma informed care, lifelong coping mechanisms and sustainable protective factors.

I recently met with Serco who provided this report to me.

I have endeavoured to pass this report on to you, as Minister for Human Services and responsible for youth justice.

Please do not hesitate to be in contact with my office should you have any further questions.

Yours sincerely



VICKIE CHAPMAN MP
DEPUTY PREMIER
ATTORNEY-GENERAL



**Government
of South Australia**

Deputy Premier

Attorney-General

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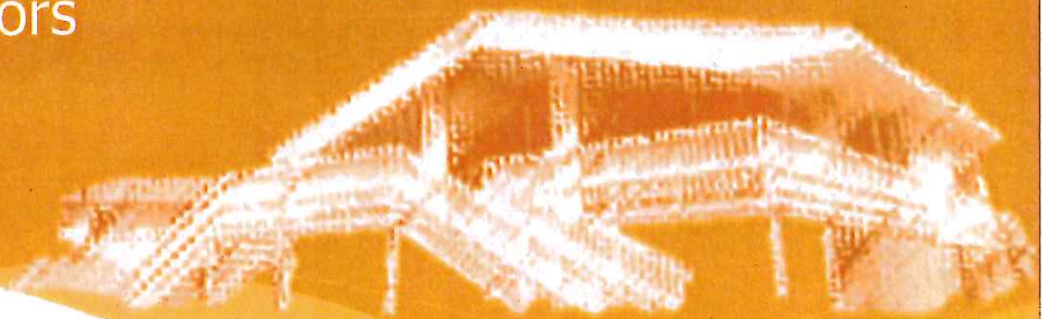
HOME STRAIT



Summary Briefing August 2018

A Diversionary Residential Rehabilitation Facility

Affording Young Adult Offenders Trauma Informed Care, Lifelong Coping Mechanisms, and Sustainable Protective Factors



GUREHLGAM



serco



Home Strait – Summary Briefing

The Home Strait consortium – comprised of Gurehlgam, Enterprise and Training Corporation (ETC), the Thoroughbred Rehabilitation Trust (TRT) and Serco Australia – recognise that an encounter with the criminal justice system can in fact be an individual's very first experience of support, care and opportunities.

We seek to bring together complementary professional expertise, experience and sector knowledge to enable the delivery of an innovative and evidence-based solution that will alleviate the State's record-breaking remand rate and make a positive and sustainable social impact to the lives of individuals, their families and wider communities.



Home Strait's mission is to **lead vulnerable young offenders into sustainable employment** by addressing underlying issues of offending behaviours in support of becoming work ready; providing at-risk youth with meaningful and sustainable training and employment pathways to encourage them to become increasingly independent. We propose to work with male youths aged 18 – 24 years in Northern New South Wales (NSW), specifically targeting Aboriginal youths who are disadvantaged and majorly over-represented in the correctional system. Our proposed model is **informed by the NSW Bail Act to ensure bail authorities (Police and Magistrates) are afforded a safe and supervised option to grant conditional community bail** as an alternative to detaining young adults on remand. Refer to *Attachment A – Cohort and Referral Pathways* for an overview of our defined target group and proposed referral process.

It is worth noting that increasing remand rates and an overrepresentation of Aboriginal youth in custody are issues consistent across multiple Australian States and Territories. Thus, we designed the Home Strait concept in such a way that it is replicable with little adaptation required.

The Home Strait intervention in NSW will take place at the Yarrawarra Aboriginal Cultural Centre. Located at Corindi Beach, the team will provide a therapeutic and employment-oriented residential facility affording our target group with **trauma informed care, equine-assisted therapy, relapse prevention strategies, and sustainable protective factors**.

On native land, this beach-side seven-acre property has three recently renovated houses that were purpose-built to support Aboriginal youth and is equipped for residential and rehabilitative purposes. The Managers of this land, Gurehlgam Corporation Limited, have offered to lease this property to Home Strait at less than market value, and as per this charity's Strategic Plan, surplus of rental income will then be reinvested into other positive community initiatives.

Home Strait has re-written the contemporary service delivery narrative. Essentially, this intervention offers a **co-designed Aboriginal framework that we propose will also benefit vulnerable non-Aboriginal youths**. Refer to *Attachment B - Catchment Area and Proposed Site*.

What is an Employment-Oriented Rehab?

Conventional rehabilitation models attempt to resolve substance abuse and trauma. During the last phases of mainstream models, and with minimal investment, they then attempt to resolve large-scale issues including life's most important protective factors. **Home Strait seeks to reverse the conventional rehabilitation model**. With just a few months to transform decades of disadvantage, the Home Strait model is **driven by protective factors** (training and employment) and underpinned by therapy.

Social Imperative

NSW is home to more Aboriginal people than any other Australian State or Territory, and the Mid North Coast and North Coast have twice the Aboriginal population density than the NSW average - 5.7% of the Mid North Coast's population are Aboriginal compared to the State's overall population of 2.8%¹.

There is an over-representation of young Aboriginal people in the criminal justice system and an issue that is rising at an unprecedented rate. Within the proposed region, judicial stakeholders have revealed that during 2016/17, **90% of youth reoffended within 12 months of release from custody – 54% of whom identified as Indigenous.**



Further, we have identified a lack of supervised rehabilitation facilities in the region and are responding to a need for unique, employment-based interventions such as Home Strait. Refer to *Attachment C – Surrounding Rehabilitation Facilities* for an understanding of what currently exists in the region and particularly how such operations differ from Home Strait.

In addition to current and worsening crime and imprisonment rates, we recognise a lack of training and employment opportunities in the region and that these are contributing factors to crime and reoffending. **Despite NSW's overall employment rate improving in recent years, there has been an increase in unemployment in the Mid North Coast** (which increased from 13.6% in 2015 to 19.5% in 2016).

Anticipated Impacts

To address these issues, Home Strait seeks to deliver intermediate and long-term outcomes including:

- reduced crime and incarceration
- reduced risk behaviours including self-harm and substance abuse
- less hospital admissions and less time in acute mental health services
- reduced homelessness and use of Specialist Homelessness Services (SHSs)
- become contributing members of society via employment and other social contributions
- use the positive pro-social skills and knowledge acquired within their communities in order to contribute to breaking the cycles of disadvantage and intergenerational unemployment and offending
- become increasingly independent

¹ Family and Community Services (FACS). *FACS Statistical Report. 2016*

The Home Strait Consortium

The Home Strait consortium are leaders in their respective fields and have been collaborating since 2015 to define how the team, in partnership the NSW Department of Justice, can adopt a strengths-based approach to support and empower our community's most high-needs youth to achieve long-term intergenerational change. The Home Strait members are:

NSW Thoroughbred Rehabilitation Trust (TRT)

nswtrt.org.au



A not-for-profit charity within Racing NSW that was set up to rehabilitate and re-home retired thoroughbred racehorses. TRT has identified that the best method for rehabilitating a horse is to work with a human who has time, patience and care. Since conception, particularly through their work with vulnerable prisoners and ex-veterans, TRT have noted the significant impact this has on the person, resulting in positive social and economic outcomes. At Home Strait, TRT intend to utilise their extensive contacts within the racing industry to offer youth a variety of employment opportunities upon graduation from the program.

Serco Australia

serco.com/aspac



Recognised as a global leader in the delivery of services to Governments across the Justice, Immigration, Transport, Defence, Citizen Services and Health sectors, Serco takes pride in being an innovative 'people' organisation, understanding the complexities associated with small, medium and large scale projects. Serco has a strong track record in co-delivering (with community organisations) diversionary, rehabilitation and reintegration services to vulnerable people.

Gurehlgam Corporation

gurehlgam.com.au



An Aboriginal owned organisation that aims to improve the lives of Aboriginal people. One of its key constitutional objectives is to assist families to attain empowerment by overcoming obstacles relating to trauma, homelessness, crime and family violence that have caused generations to experience hardship and general lower socio-economic conditions. In addition, Gurehlgam are managers of large pockets of native land including the Yarrawarra seven-acre property proposed for the Home Strait intervention.

Enterprise & Training Corporation (ETC)

etcld.com.au



A North Coast based not-for-profit employment and training provider with RTO status. ETC helps people to overcome their personal challenges and learn the skills they need to obtain sustainable employment. ETC is the only provider of the *Transition to Work* scheme in the proposed catchment area. With offices and agreements with local businesses, they have committed to supporting Home Strait graduates into training and work.

Service Provision

With Serco providing operational management, and TRT, Gurehlgam and ETC as specialised service providers, Home Strait will operate **a residential employment-oriented facility** that, through its **six evidence-based phases, will holistically address offending behaviours, their causes and consequences**. Our approach will provide participants with sustainable protective factors including relapse prevention strategies, on-site training, work experience and multiple supported pathways into the NSW workforce upon graduation. With a daily capacity of 70 residents and an average stay of 12 weeks, Home Strait will support and empower young people and their families over a five-year investment. Refer to *Attachment D – Home Strait Journey* for a summary description of the Home Strait program.

The Home Strait intervention offers a logical equation:



Supporting Evidence of Proposed Solution

Responsible Resident Model

Home Strait's *Responsible Resident Model* is an appropriate adaption of the Serco-designed and delivered *Responsible Prisoner Model* at Wandoo Reintegration Facility. Refer to *Attachment E - Reducing Reoffending: Impact of the WRM*, an external evaluation undertaken by PricewaterhouseCoopers (PwC) published in 2018 that confirmed this approach influenced the following outcomes:

- 100% of Wandoo residents were released into training and/or employment
- 100% of Wandoo residents were released into safe and affordable accommodation
- 28.2% of Wandoo residents returned to custody within two years of release, compared to a national average of 44.8% (and 51.3% in NSW).

The report confirms that Wandoo's "low recidivism rate has been achieved despite the target group displaying a higher number of predictive risk indicators for recidivism than the national average" and attributes success to the crafting of a 'responsible resident' who is then afforded a tailored rehabilitation and reintegration model based on empirical evidence of protective factors that influence reoffending, including employment, education, housing, sobriety, self-advocacy and a sense of community.

At Yarrawarra, the Responsible Resident Model will focus on creating an environment where residents feel safe, respected, and motivated to access services and engage with our staff. Residents will be encouraged to drive their personal development, including self-managing their daily routines and progress against personal goals, in preparation for their reintegration into the community.

Home Strait staff will support residents to improve their accountability and responsibility through:

- Setting clear behavioural standards for interactions with others, program attendance, involvement in education and employment, personal hygiene, health, and wellbeing
- Emphasising the need to address anti-social behaviours and to develop skills which support successful reintegration
- Incentivising positive behaviour through our rewards based scheme, which enables residents to enhance their earning capacity and access to privileges at Yarrawarra through good behaviour, for example, horse riding on the beach during weekends

Equine (and Other Animal-Assisted) Therapy

Home Strait will draw on evidence of existing animal-assisted therapeutic programs that achieve a unique two-way rehabilitation experience. Through TRT - the charity arm of Racing NSW - the program will facilitate a relationship between **retired and vulnerable racehorses and at-risk young humans**; both requiring care, nurturing and positive opportunities. Through an in-kind contribution throughout the life of the investment, TRT will facilitate training and future employment opportunities for the young men interested in working in this field; a large and growing industry that offers **74 areas of employment of which over 90% of positions do not exclude someone for having a criminal history**.

Research published in Youth Studies Australia suggests that equine-assisted therapy is an effective intervention for helping at-risk young people. Catherine Waite from the Rural Health Academic Centre at the University of Melbourne spoke to 40 young people over 12 months and concluded:

"Horses appeared to gain participants' attention, trust and respect. This is important given the frequent difficulties of effectively engaging marginalised young people. It also implies that characteristics of some traditional therapies could undermine initial engagement for some young people. The pressure on young people to talk, verbalise their feelings and answer questions, in conjunction with the perception of being judged and feeling impersonally connected to a therapist, seemed to be overcome in this program by a horse, which demanded attention, did not judge or

require conversation, and which facilitated a strong connection based on mirroring participants' emotions and behaviours".

Scott Brodie, Racing NSW's Community Welfare Manager and co-designer of the Home Strait model, has been central to a program involving inmates at St Helier's Correctional Centre in Muswellbrook NSW working with retired racehorses to help them respond to human contact outside of their normal racing routines. He said it has had a dramatic impact on inmates' reoffending rates:

"From the time I start working with the prisoners to the time I finish working with them, you notice huge changes. It's an amazing process to see how positive they can be when they connect with horses. Recidivism rates for inmates that have gone right through our program is zero."²

"Racing NSW, via the Thoroughbred Rehabilitation Trust, has not only contributed to a significant improvement in mindsets, behaviours and coping mechanisms but an added beneficial layer of our intervention is the offering of a supported and permanent entry into the NSW workforce that, in the majority of cases, is both meaningful and sustainable.

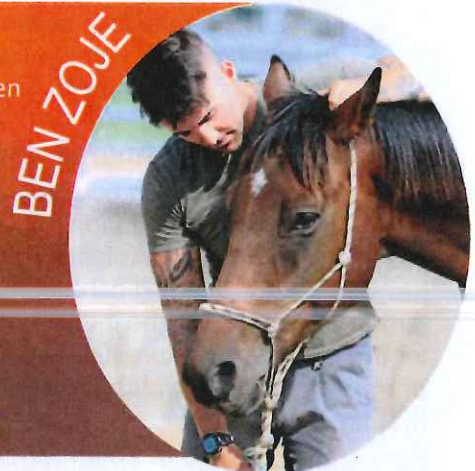
The thoroughbred and racing industry across NSW offers 74 areas of employment. Over 90% of such roles do not exclude someone based on criminal history and in fact encourages rehabilitated offenders to consider a career with us because we know how rewarding and life changing this can be. Racing NSW will train and employ Home Strait graduates who express an interest to do so".

Karen Day, Equine Welfare Manager, TRT, August 2018

Serco have also achieved positive outcomes via their management of other animal-assisted therapeutic programs across multiple facilities, including Acacia Prison, Southern Queensland Correctional Centre and Wandoo Reintegration Facility. Refer to *Attachment F – Animal Assisted Therapy Programs* for an overview followed by a recently published article in the Sydney Morning Herald that captures the effectiveness of equine-assisted therapy delivered by Racing NSW.

My name is Ben Zoje and I am an inmate at St Helier. I have been involved in the **Thoroughbred Rehabilitation Program** for the last 17 months. As I come to the end of my journey (and I am about to commence full-time work with the horses when I'm released) I feel compelled to write a short letter about what this program has done for my life and what a contribution the team involved have done for my rehabilitation and how that has impacted me...

You have all changed my life for the better and I know that my family is also grateful for this second chance.



² Buckley, D. Racehorse Rehabilitation Scheme Helps Prisoners and Soldiers... The Daily Telegraph. 2016

Outcomes and Benefits

Due to the tailor-made amalgamation of the consortium's existing services and performances, and compared to a control group externally defined by Ernst & Young (EY), we anticipate Home Strait will **reduce reoffending and recidivism by 30%, increase immediate and long-term employment by 25%, improve health outcomes by 14% and improve housing outcomes in terms of crisis reliance by 46%.**

In addition to a range of social outcomes, it is assumed that Home Strait will deliver economic benefits to the state of NSW. **A highly conservative estimate of savings to State Government is \$44.6m over the life of the investment.** Via a shared risk arrangement we are ready to jointly develop this initiative with the NSW Government and commence operating the residential facility soon after. The Home Strait consortium has already committed in-kind and financial support to this intervention equating to \$260,000 to date, and offer to further save investors and Government by contributing an estimated \$10m in value over the life of the investment.

Home Strait is a model with an Aboriginal focus, albeit it is program open to all. In addition to significant economic savings, the primary (non-financial) benefit that will be achieved is that of Aboriginal and non-Aboriginal youth coming together to connect with each other, the land they share and the cultures of our nation's First People.

Children, regardless of colour, will become one.

Investors of Home Strait attempted to put a dollar figure on this. They failed.

Advisors and Investors

As a proposed Social Impact Investment, Home Strait offers the NSW Government a shared investment arrangement comprised of lead investors Commonwealth Bank Australia (CBA) and other financial contributors including Serco and Racing NSW. The Home Strait consortium is able to provide initial funding to support the start-up of this intervention and initial operations seeking to recover costs thereafter through outcome payments from NSW Treasury and Department of Justice.

In support of this shared funding model, Ernst & Young (EY) have undertaken a social and economic benefit analysis and Corrs Chambers Westgarth provided commercial and legal advice, helping the Home Strait team construct a commercially viable and evidence-based solution.

**Commonwealth Bank
of Australia (CBA)**
commbank.com.au



CBA is strongly committed in its support of community social programs and to its environmental social and governance responsibilities more broadly. As well as proposing to be the lead investor of this Intervention, CBA have generously offered the Home Strait consortium their lessons learned during the Benevolent Social Benefit Bond.

**Corrs Chambers
Westgarth**
corrs.com.au



Corrs generously offered and delivered pro bono legal services to the Home Strait consortium during this RFP. Their experience in relation to outcomes-based contracting is invaluable and includes their contributions to impact investments in VIC, QLD and NSW.

Ernst & Young (EY)
ey.com

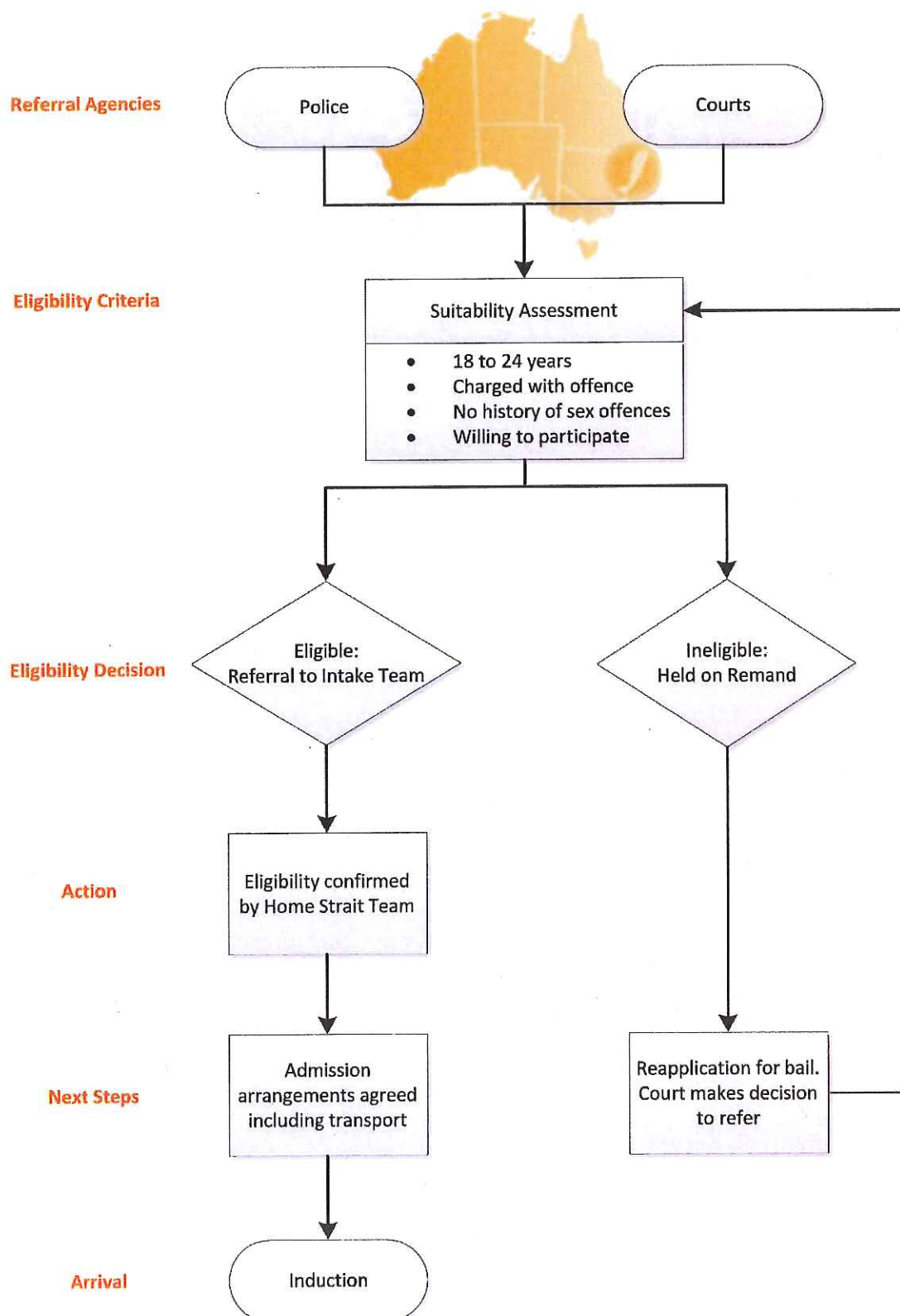


Serco Australia on behalf of the Home Strait consortium engaged EY to advise Serco on the benefits to Government, the measuring of outcomes, and aspects of the payment mechanism. EY has significant experience acting as technical advisers in social impact investments. Serco, representing Home Strait, recognise and appreciate EY's expertise in this area and intend to maintain a working relationship with the firm to ensure their work continually offers significant benefits to multiple cohorts and Governments.

Attachments

- A - Cohort and Referral Pathways
- B - Catchment Area and Proposed Site
- C - Surrounding Rehabilitation Facilities
- D - Home Strait Journey
- E - Reducing Reoffending: Impact of the WRM
- F - Animal Assisted Therapy Programs

Attachment A - Cohort and Referral Pathways



Attachment B - Catchment Area and Proposed Site



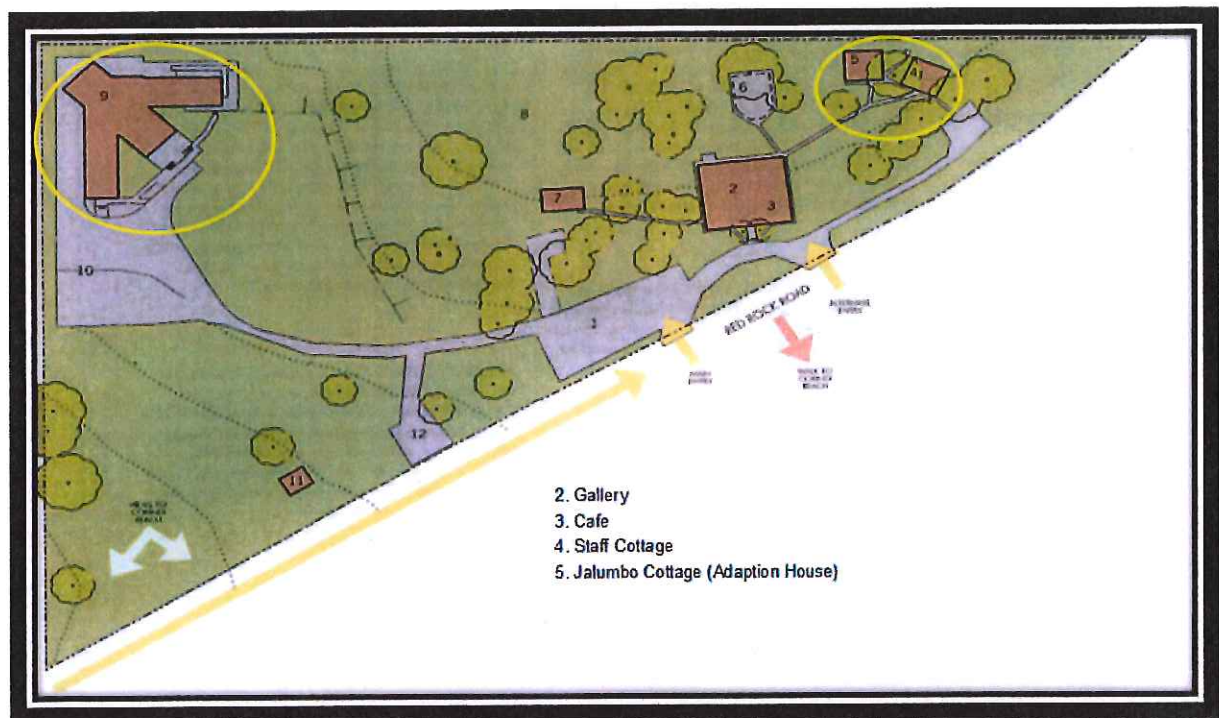
Proposed Site: Yarrawarra Aboriginal Centre

Located at 170 Red Rock Rd, Corindi Beach, the Yarrawarra Aboriginal Cultural Centre has great potential, yet under-utilised. The beach-side seven acres of land has three existing houses which Home Strait will utilise via a lease:

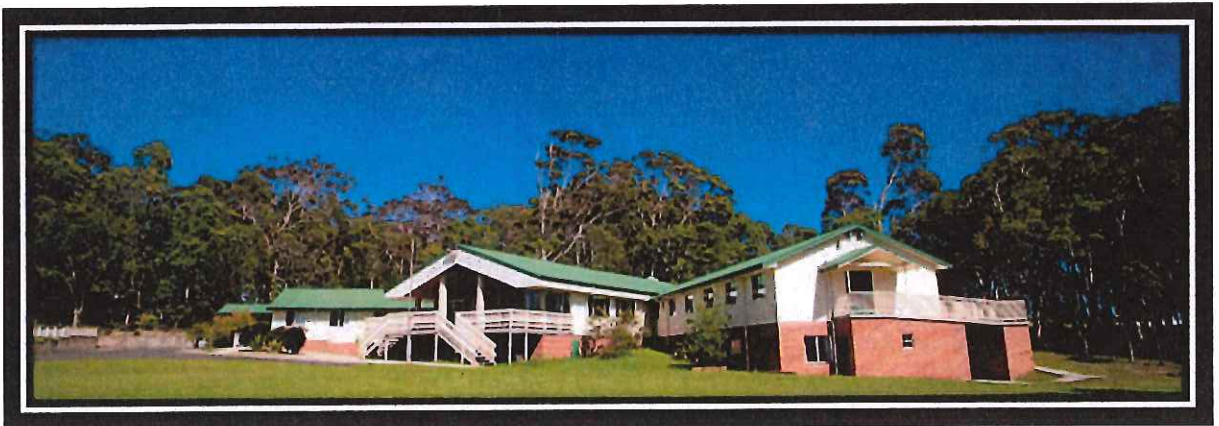
- 1 x Share House (already equipped to house Phase 2-6 residents)
- 1 x Adaption House (three bedrooms already equipped to house Phase 1 residents)
- 1 x Staff House (three bedrooms already equipped to house Home Strait shift workers)

In addition, the Yarrawarra site has a functioning native food Café and Aboriginal Art Gallery (leased separately). Not only will Home Strait economically benefit their businesses, our participants will assist by volunteering during Phases 4, 5 and 6 of their journey equipping them with new skillsets, work experience and employment references.

Site Plan



Nuramalee House (to accommodate Home Strait residents + overnight staff):



Native Food Café and Aboriginal Art Gallery



Meeting Room and Commercial Kitchen



Bedroom Facilities



Outdoor Areas



REHABS SURROUNDING HOME STRAIT

- **The Buttery, Byron Bay**
 - 2 hours 20 mins away
 - Adults only
 - Males and Females
 - At capacity
 - Address substance abuse only
 - Limited focus on training/employment

- **The Sanctuary, Byron Bay**
 - 2 hours 20 mins away
 - Private Detox & Rehab
 - Up to \$140,000 / month

- **Christian Community's Sherwood Cliffs, Glenreagh**
 - 40 mins away
 - Adults only
 - 8 beds only
 - Christian-based model
 - Addresses substance abuse only
 - No focus on training/employment

- **Home Strait, Corindi Beach**

Differentiators:

 - Equipped to accept offenders as an alternative to custody
 - Addresses issues beyond, but including, substance abuse and trauma
 - Education, training and employment oriented
 - Youth specific and culturally appropriate
 - Dual Therapy (Equine Therapy and CBT)
 - Community led and driven
 - *Responsible Resident Model* – accredited and externally evaluated
 - Four specialist service providers
 - Holistic family, legal, housing support during reintegration

- **Adele House, Coffs Harbour**
 - 40 mins away
 - Adults only
 - Males
 - At capacity with a lengthy waiting list
 - Rarely accepts people on bail or parole
 - Addresses substance abuse only
 - (via one form of therapy, 12-Steps)
 - No significant focus on training/employment

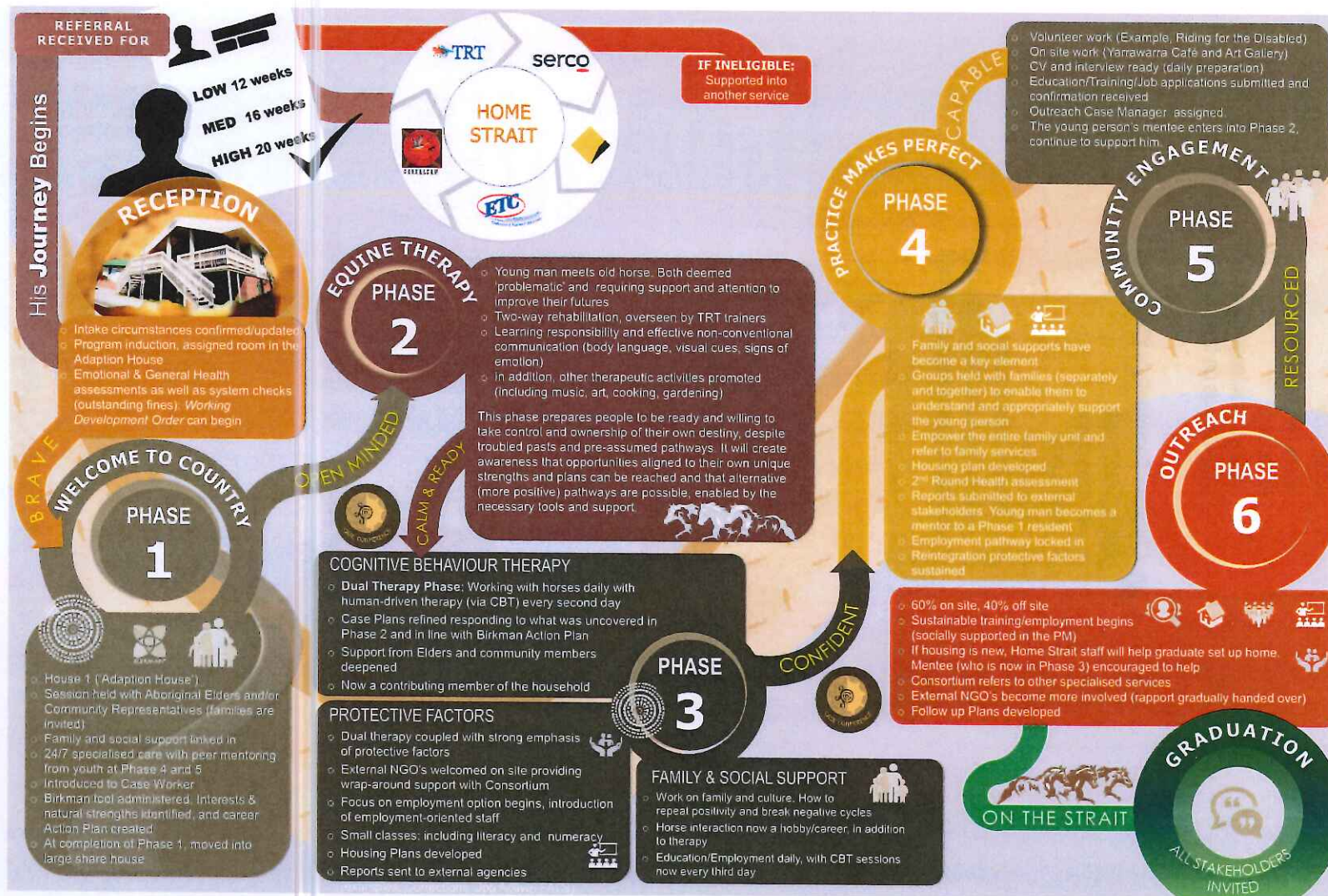
- **Junaa Buwal Coffs Harbour**
 - 40 mins away
 - Juvenile Justice referrals only- excludes all others
 - Males and females in acute addiction only
 - Addresses substance abuse only
 - Limited focus on training/employment

- **Bennelong Haven, Kempsey**
 - 2 hours away
 - Aboriginal adults only
 - Addresses substance abuse only (via one form of therapy, 12-Steps)
 - Limited focus on training/employment

CLOSED LATE 2017

Home Strait will alleviate the pressures of existing rehabilitation centres in Northern NSW. Further, it will fill an unmet need by delivering an intervention that specifically relates to offending behaviours

Attachment D - Home Strait Journey



*Reducing Reoffending: The impact of the Wandoo
Reintegration Model | April 2018*

Reducing Reoffending: The impact of the Wandoo Reintegration Model





Contents

1. Wandoo Reintegration Facility	6
1.1 Wandoo Reintegration Facility	6
1.2 The Wandoo Reintegration Model	6
1.3 Purpose of this study	7
2. Impact on recidivism	8
2.1 Assessment approach	8
2.2 Recidivism results	8
2.3 Desistence factors	11



Reducing Reoffending – The impact of the Wandoo Reintegration Model

The Wandoo Reintegration Facility is a minimum security for men aged 18-28 years. The facility is privately operated by Serco Australia under contract from the Western Australian Government (WA).

The Wandoo Reintegration Facility employs a tailored rehabilitation and reintegration model that has been developed based on empirical evidence of desistance factors that influence reoffending, including employment, education, accommodation and housing, sobriety, self-advocacy and a sense of community. The Wandoo Reintegration Model (the 'Wandoo Model') aims to assist young offenders in the critical period of transition from custody to the community through addressing the underlying issues and desistance factors, as opposed to solely addressing offending behaviours that were the catalyst for imprisonment.

The Wandoo Model, managed by Serco Australia, is delivered in partnership with the not-for-profit sector, specifically Mission Australia and Save the Children, providing personal and individual support throughout the resident's stay at Wandoo and three months post-release into the community to ensure a seamless transition. As of 1 May 2018, the Wandoo Reintegration Facility will transition back to the public sector and will be operated by the WA Department of Justice.

The outcomes achieved through the delivery of the Wandoo Model have been identified through:

- A quantitative assessment that compares the reduction in recidivism of Wandoo on a state, national and international level. Data for the quantitative assessment has been provided by Serco Australia and sourced through a desktop literature review. Access to contractually mandated reports submitted to Corrections WA was granted by Serco Australia for the purpose of this assessment.

- A qualitative analysis of the benchmark outcomes of the reintegration model using the main desistance factors. The qualitative assessment has been conducted through a series of workshops with Wandoo Reintegration Facility and Mission Australia employees and verified through consultation with ex-residents of the facility.

This assessment determined that the recidivism rate for Wandoo Reintegration Facility was 28.2 per cent for 2016/17¹. The comparable national recidivism rate across all correctional facility types, within two years of release, is 44.8 per cent². The low recidivism rate for Wandoo has been achieved despite the target group displaying a higher number of predictive risk indicators for recidivism than the national average. However, it is acknowledged that the Wandoo Model is not applicable across the total Australian population, with more serious offences requiring different approaches to incarceration and rehabilitation.

The Wandoo Model supports resident's ability to address the key desistance factors through the provision of:

- Employment strategies and education and training programs that support the release of 100 per cent of residents into employment or education and training.

- Housing and accommodation strategies to ensure all Wandoo residents are released into confirmed, stable accommodation, including Indigenous housing and ongoing culturally appropriate support.
- Access to drug and alcohol programs to arm residents with the tools to maintain sobriety post-release, primarily through evidence based relapse prevention programs.
- Counselling, relationship programs and parental programs to support restoration of family roles and reconnection of relationships with parents, partners and children.
- A 'responsible prisoner' philosophy that aims at arming residents with the life skills and personal responsibility required to be a functioning member of society post-release.
- Connection for Indigenous residents with their heritage through the provision of traditional ceremonies and cultural events, Indigenous peer support and counsellors, use of local language for the maintenance of ties with the Indigenous community.

¹ The Wandoo Reintegration Facility recidivism rate is based on returned to custody within two years for those in WRAF for greater than 3 months applicable to both releases and returning offenders.

² The state and national recidivism rates are based on prisoners released following a term of sentenced imprisonment following release within two years of release.

It is acknowledged that the costs of delivering rehabilitation and reintegration models in correctional facilities can be seen as costly. However, there is some evidence from the Wandoo Model that these models provide broader benefits of recidivism to the community. It is recommended that an assessment is conducted on the economic and social impacts of this reduced recidivism to determine if they outweigh the costs of the model delivery.

Where this model is implemented in future, it is recommended that more longitudinal data be collected on ex-resident's experience post-release to provide a longer-term view of the benefits of the model. In particular, the capture of employment, education and training, accommodation, drug and alcohol use and family restoration status of ex-residents be collected, in conjunction with recidivism data. The capturing of these metrics would support the valuation of the economic and social benefits of reduced recidivism on the community.

28.2%

Recidivism rate for Wandoo Reintegration Facility in 2016/17.



1 Wandoo Reintegration Facility

1.1 Wandoo Reintegration Facility

The Wandoo Reintegration Facility is a minimum security prison located in Murdoch, Western Australia (WA). The facility was established in 2008 for men aged 18-28 years, accommodating 77 beds. Residents of Wandoo are transitioning from medium or other minimum security facilities to the community, or via direct pathways from sentencing or remand prior to release (for minimum security sentences less than 12 months). The establishment of the facility originated from a WA Government election commitment to deliver target justice services to the 18 to 24 age group. A particular focus was placed on reducing reoffending and facilitating reintegration into the community, given the 70 per cent reoffending rate in this target group at that time.

Since 2012, the facility has been privately operated by Serco Australia under contract from the WA Government. As of 1 May 2018, the facility will transition back to the public sector and will be operated by the WA Department of Justice.

1.2 The Wandoo Reintegration Model

The Wandoo Reintegration Facility employs a tailored operating model and philosophy with the aim of assisting young offenders in the critical period of transition from custody to the community. The Wandoo Reintegration Model ('the Wandoo Model') has been developed based on empirical evidence of desistance factors that influence reoffending, including employment, education, accommodation and housing, sobriety, self-advocacy and a sense of community. The Wandoo Model is based on the idea that through addressing the desistance factors, residents are less likely to reoffend.

The Wandoo Model, managed by Serco, is delivered in partnership with the non-for-profit sector, including Mission Australia and Save the Children amongst others, providing personal and individual support throughout the resident's stay at Wandoo and three months post-release into the community to ensure a seamless transition.

The Wandoo Model is implemented in four key phases during the resident's stay at Wandoo, and continued through on-going support provided by Mission Australia



and other carefully selected community organisations with the capacity to (respond to cohort needs in real time) for a minimum of three months post-release. The key phases of the Wandoo Reintegration Model are presented in Figure 1.

The Wandoo Model is built on three core values, known as the three 'R's:

- **Restorative Justice:** The model seeks to improve the resident's concept of themselves and their role identity through the provision of a supportive, encouraging environment with strong boundaries and providing an environment for self-improvement.
- **Responsible Prisoner:** The model aims at equipping residents with the required life skills, self-advocacy and personal responsibility for seamless transition to post-prison life. For example, residents are responsible for undertaking 30 hours of work per week, they are responsible for making appointments through kiosks in each accommodation wing, cooking their own meals, etc.
- **Relationships:** The model seeks to improve the way residents establish and maintain important relationships. The model's underlying philosophy is to treat each individual with respect. The flat structure implemented at the facility helps to establish trust and build a community. This enables the residents to learn how to function within communities, be responsible for their behaviours and learn how to heal relationships.

Wandoo is the first facility in WA dedicated to addressing the specific needs of young offenders, offering intensive case management with a strong reintegration focus. While transitional officers are available at all other corrective facilities in WA pre-release, the intensive focus on individualised case management and one-on-one support, both within Wandoo and post-release, is not available elsewhere within the WA corrective services.

1.3 Purpose of this study

In 2016, the Office of the Inspector of Custodial Services (OTICS) released a report *2016 Inspection of Wandoo Reintegration Facility* that concluded that the Wandoo Reintegration Facility is a success story in the rehabilitation and reintegration of young male prisoners, with value delivered through:

- a coherent and purposeful philosophy that is supported by staff and which permeates all areas of the centre's operations
- a strong multi-disciplinary approach to managing and supporting residents

- a model that is based on personal responsibility, positive reinforcement and genuine opportunities for rehabilitation
- sustained and targeted partnerships with the not-for-profit sector
- work opportunities for residents leading to post-release employment
- Serco's willingness to respond, innovate and improve².

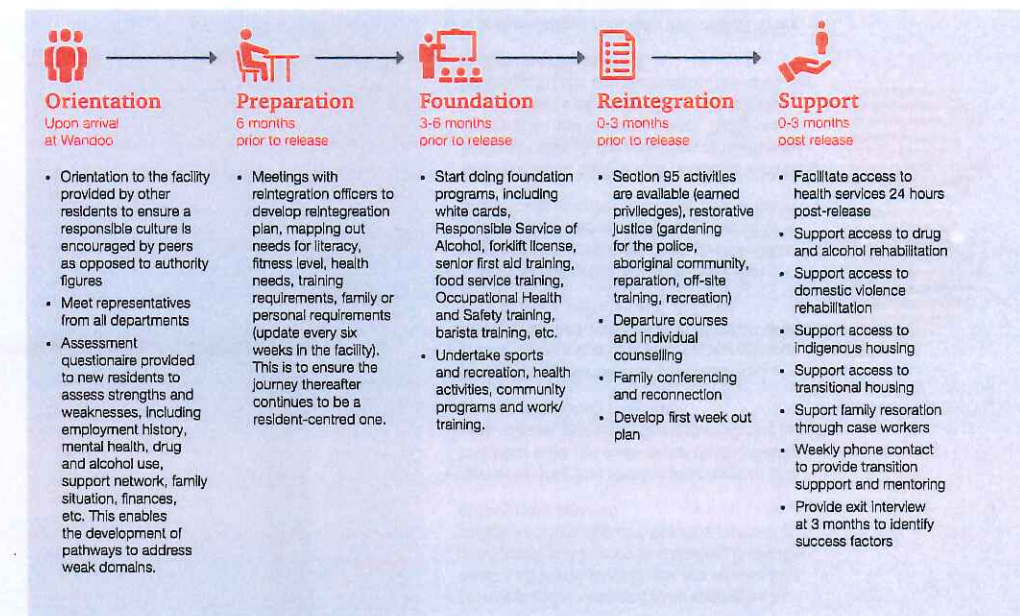
The OTICS report acknowledges 'the Wandoo offending management model as the best in the state' which should be 'used as a benchmark for other state facilities'⁴. One of the key recommendations to arise from this report was the need for an assessment of the impact of Wandoo's rehabilitation and reoffending rates.

This study provides a more detailed understanding of the benefits that the reintegration model in place at Wandoo provides. This includes the benchmarking of recidivism rates at Wandoo against state, national and international comparisons and identification of the benefits associated with desistance factors provided through the Wandoo Reintegration model.

² OTICS (2016), *Inspection of Wandoo Reintegration Facility*, available at www.parliament.wa.gov.au/publications

⁴ Ibid

Figure 1: Wandoo Reintegration Model Overview



2 Impact on recidivism



² Serco data provided for this analysis, Recidivism Data 2012-2017, unpublished

³ Productivity Commission (2018), Justice Sector Overview, Attachment Tables, Table CA.4, www.pc.gov.au

⁷ The Wandoo Reintegration Facility recidivism rate is based on returned to custody within two years for those in WRF for greater than 3 months applicable to both releases and returning offenders.

⁸ The state and national recidivism rates are based on prisoners released following a term of sentenced imprisonment following release within two years of release.

⁹ Ministry of Justice (2013), Transforming Rehabilitation: a summary of evidence on reducing reoffending, Ministry of Justice Analytical Series, www.gov.uk

2.1 Assessment approach

The approach adopted for the assessment of outcomes achieved through the delivery of the Wandoo Reintegration Model includes:

- A quantitative assessment that compares the reduction in recidivism of Wandoo on a state, national and international level. Data for the quantitative assessment has been provided by Serco Australia or sourced through a desktop literature review. Access to contractually mandated reports submitted to Corrections WA was granted by Serco Australia for the purpose of this assessment.
- A qualitative analysis of the benchmark outcomes of the Wandoo Model using the main desistance factors in reoffending. The qualitative assessment has been conducted through a series of workshops with Wandoo Reintegration Facility and Mission Australia employees and verified through consultation with a small sample of ex-residents of the facility.

2.2 Recidivism results

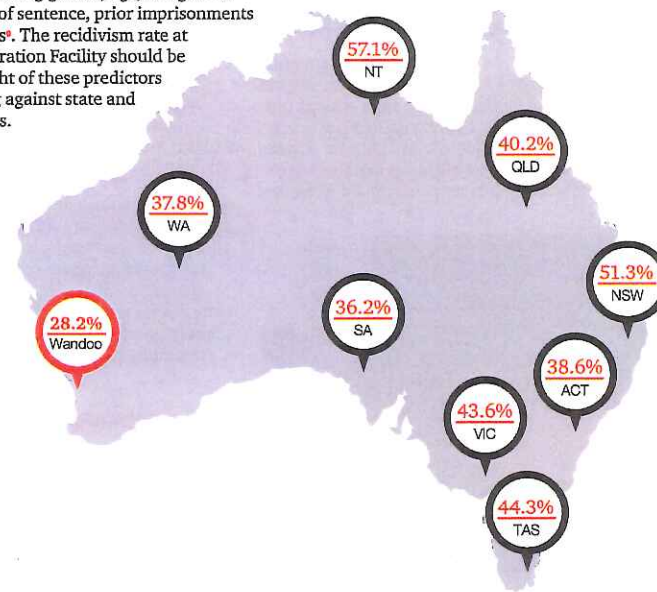
Recidivism refers to the reoffending rates of convicted criminals⁶. There are a number of methods for estimating recidivism, depending on the definitions applied. Reoffending can refer to the committing of a new offence but this is difficult to measure as it would require offenders to self-report whether they have committed an offence irrelevant of whether they were caught or not. The most common measure of recidivism is estimated through the re-entering of the correctional system. This method is limited as it may miss those who have committed offences and have not been caught or have been diverted through the corrections system through other means. This means that those offenders subject to penalties such as fines, community correctional orders or suspended sentences would not be captured⁶.

For the purpose of this study, in an attempt to reflect the way justice departments across all states perceive recidivism, recidivism has been defined as the return to the correctional system, within two years of release from a correctional facility.

The recidivism rate for Wandoo Reintegration Facility was 28.2 per cent for 2016/17⁷.

The comparable national recidivism rate across all correctional facility types, within two years of release, is 44.8 per cent⁸.

There are a number of potential predictors of reoffending, including gender, age, Indigenous heritage, length of sentence, prior imprisonments and offence types⁹. The recidivism rate at Wandoo Reintegration Facility should be considered in light of these predictors when comparing against state and national averages.



Case Study: Doncaster Alliance Model Recidivism Results¹⁰

HMP Doncaster is a private men's prison in Doncaster in South Yorkshire, England and is operated by Serco. Between 1 October 2011 and 30 September 2014, a Payment by Results contract was piloted at the prison, with the aim to deliver better outcomes for the public at the same or reduced costs.

This pilot involved the implementation of the Alliance model delivered through an alliance between Serco and Catch22, a local not-for-profit organisation. This model shifted the delivery of support services from a reactive to proactive approach driven by case management, regardless of sentence length or level of risk. Case management involved tailored support packages and provision of custody-based interventions. The case managers used a case management system to identify the support needs of each offender and included an assessment of needs for ten desistance factors identified by the Alliance: accommodation; education, training and employment; health and wellbeing; addiction; children and families; finance, benefit and debt; attitudes, thinking and behaviour; immigration and legal status; social capital; and Veterans in Custody eligibility. Offenders were provided a community based case manager that met with them six to eight weeks prior to release and then supported them in the transition and three to 12 months post-release through the provision of information and access to employment, housing and other support services.

The Doncaster pilot saw a reduction in recidivism from 58.0 (October 2012 to September 2013) to 54.6 per cent (January 2009 to December 2009) or a 3.4 per cent reduction in recidivism, with the national recidivism rate falling from 53.3 to 52.8 per cent over the same period or a 0.5 per cent reduction in recidivism.

¹⁰ Ministry of Justice (2015), HMP Doncaster Payment by Results pilot: Final Process evaluation report, Ministry of Justice Analytical Series

Source: Productivity Commission (2018), Justice Sector Overview, Table CA.4 Adults released from prison who returned to prison or corrective services within two years (per cent) and Serco (2018), Recidivism Data, Document No. 710, Revision No. 2 (provided by Serco Australia)

Table 1 presents some of the potential predictors of reoffending, the corresponding characteristics of Wandoo residents and benchmarking of these characteristics at the national level.

Based on these predictors of recidivism, Wandoo's recidivism rate would be expected to be adversely impacted by the young male population, the indigenous profile of residents and length and type of sentence; but lower given prior convictions.

As the magnitude of the impact of these predictors on recidivism is not known, the overall impact of these predictors on recidivism cannot be estimated. However, despite the number of predictors that would expect a recidivism rate higher than the national average, the recidivism rate at Wandoo is significantly lower than the national average and this may be the result of Wandoo Model.

It is acknowledged that the rehabilitation and reintegration model implemented at Wandoo is not applicable across the total Australian prisoner population, with more serious offences requiring different approaches to incarceration and rehabilitation.

Table 1: Comparison to other facilities

Key Impacts on Recidivism	Wandoo Characteristics	National Comparison	Potential impact on recidivism at Wandoo compared to national average
During the 10 years after release, men are more likely than women to return to prison ⁽¹⁾	Wandoo Reintegration Facility residents are male ⁽²⁾	92% of Australian prisoners are male ⁽²⁾	Predictor would assume that the recidivism rate would be higher than the national average
Younger prisoners are more likely than older prisoners to be re-imprisoned following release ⁽³⁾	Wandoo Reintegration Facility residents are aged between 18-28 years ⁽⁴⁾	The median age for Australian prisoners is 34.5 years ⁽⁵⁾	Predictor would assume that the recidivism rate would be higher than the national average
The recidivism rate of Aboriginal and Torres Strait Islander people within 10 years of release was around 1.7 times that of non-Indigenous people ⁽⁶⁾	37% of residents are of an Aboriginal or Torres Strait Islander background ⁽⁷⁾	27.4% of Australian prisoners are of Aboriginal or Torres Strait Islander background ⁽⁸⁾	Predictor would assume that the recidivism rate would be higher than the national average
Prisoners that experienced longer sentences are less likely to reoffend ⁽⁹⁾	Average sentence is 5 months ⁽¹⁰⁾	The average sentence length in Australia is 3.7 years ⁽¹¹⁾	Predictor would assume that the recidivism rate would be higher than the national average
Recidivism rates of prisoners property offences are higher ⁽¹²⁾	29.4% of residents were committed for property offences ⁽¹³⁾	13% of Australian prisoners are committed for property offences ⁽¹⁴⁾	Predictor would assume that the recidivism rate would be higher than the national average
Prisoners with prior terms of imprisonment are more likely to reoffend ⁽¹⁵⁾	9% of residents have prior convictions ⁽¹⁶⁾	56.5% of Australian prisoners have prior convictions ⁽¹⁷⁾	Predictor would assume that the recidivism rate would be lower than the national average

Source:
⁽¹⁾ Corrections Victoria (2007), Who returns to prison?, Patterns of recidivism among prisoners released from custody in Victoria in 2002-03, Corrections Research Paper Series, Paper No. 1, April 2007

⁽²⁾ Serco data provided for this analysis, Recidivism Data 2012-2017, unpublished

⁽³⁾ Australian Bureau of Statistics (2017), Prisoners in Australia 2017, Catalogue Number 4517.0, Table 12, www.abs.gov.au (ABS)

Notes:
⁽⁴⁾ Residents with property offences were estimated using the following categories of offences as defined in Serco's Recidivism Data 2012-17: aggravated robbery, armed robbery, arson, burglary, criminal damage by fire, motor vehicle theft and stealing.

⁽⁵⁾ Property offences of Australian prisoners were estimated using the following categories of offences as defined by the ABS Australian and New Zealand Standard Offence Classification (ANZSOC): robbery, extortion and related offences, theft and related offences and property damage and environmental pollution.

2.3 Desistence factors

Offending behaviour is influenced by a wide range of complex factors, many of which are outside the scope of services of traditional correctional services. The Wandoo Model seeks to support resident's ability to address the key desistence factors with the aim of reducing re-offending. The key desistence factors that are targeted through the Wandoo Model include:

- Employment, education and training
- Accommodation and housing
- Family and relationships
- Sobriety
- Self-advocacy
- Sense of community

The impact that the Wandoo Model has on recidivism can be assessed through the impact they have on these desistence factors. This is explored further in the following sections.

2.3.1 Employment, education and training

Employment is considered to have significant impact on recidivism, with offenders obtaining and maintaining employment upon release less likely to reoffend⁽¹⁾. Given that approximately 50 per cent of Wandoo's residents have never been employed prior to incarceration, education and training programs play an important role in preparing residents for employment post-release.

Employment strategies for residents focus on the industries that align with the abilities of residents and what is possible with a criminal record. A range of programs are provided to support residents in acquiring key skills and training required for employment, including forklift licenses, barista training, industry white card (health and safety) training, responsible service of alcohol training, etc.

Serco and Mission Australia also have established arrangements with mining organisations and local hospitality businesses to provide employment pathways post release. The services also provide support for residents in successfully gaining employment through employment agencies and open vacancies.



Residents are prepared for employment post-release through the provision of a job within the facility, including set working hours and roles. Jobs that the residents take on around the facility also provide skills that support employment such as working in the facility kitchen or ground keeping.

All residents of Wandoo are released into employment, education or training, as is the Mission Australia mandate. In 2017, 56 per cent of the residents released to employment, education or training on exiting the facility were still employed or studying three months post release⁽²⁾.

⁽¹⁾ Corrections Victoria (2007), Who returns to prison?, Patterns of recidivism among prisoners released from custody in Victoria in 2002-03, Corrections Research Paper Series, Paper No. 1, April 2007

⁽²⁾ Mission Australia data provided for this analysis, Statistics for Wandoo, unpublished



198

residents have participated in alcohol abuse programs

449

residents have participated in drug programs since 2012

2.3.2 Accommodation and housing

Housing stability provides physical and financial security, greater social inclusion, greater feelings of stability and control and increased well-being and has been found to be a key factor in reducing recidivism¹³.

All Wandoo residents are released into confirmed, stable accommodation. This may include returning to family or friends but more often accommodation in the form of social or transitional housing. Where release to reside with family or friends is not a preferred outcome for family, Wandoo and Mission Australia support the resident in helping them navigate the relationship implications and the mediation of housing arrangements.

Indigenous housing and support is available for Indigenous offenders for up to 2 years post-release through partnerships with Outcare. Outcare is a not-for-profit provider of rehabilitation services in Western Australia and work with Wandoo to support residents in finding steady accommodation post-release.

2.3.3 Drug and alcohol sobriety

There are well-established links between drug and alcohol use and recidivism, in particular use of hard drugs and heavy or binge drinking¹⁴. Reducing drug and alcohol dependence has a significant impact on reducing reoffending. Whilst in the facility, Wandoo provides access to drug and alcohol programs to arm residents with the tools to maintain sobriety post-release. A total of 198 residents have participated in alcohol abuse programs and 449 residents have participated in drug programs since 2012¹⁵.



Access to external drug and alcohol programs post-release is provided through Mission Australia. Through these programs, community advocates from alcoholics and narcotics anonymous have visited the residents to talk through their experiences with sobriety and provide mentoring for the residents.

Through speaking with an ex-resident, it was noted that these programs enabled them to identify behaviours that led to drug/alcohol use and change their perception of addictive substance use. This program was attributed as having a material impact on the ex-residents choice to maintain sobriety post-release, as one example.

The Wandoo Reintegration Facility has zero tolerance to drugs and alcohol. A key performance indicator of the facility is the percentage of random urine sample tests identifying a positive test result. In 2017, less than 0.1 per cent of urine samples were found to be positive¹⁶. This total sobriety rule supports residents with a foundation required to support them post-release.

¹³ Australian Institute of Criminology (2016), Supported Housing for Prisoners Returning to the Community: a review of the literature, www.justice.vic.gov.au

¹⁴ Ministry of Justice (2013), Transforming Rehabilitation: a summary of evidence on reducing reoffending, www.gov.uk

¹⁵ Serco data provided for this analysis, Program Participation, unpublished



2.3.4 Family and relationships

Maintaining social ties to family has a positive impact on reducing reoffending¹⁷. The restoration of family roles and reconnection of relationships with parents, partners and children creates social capital that is shown to reduce recidivism.

Wandoo offers a range of programs to support family reconciliation, including parenting skills programs, home visits and family days. A number of Wandoo residents are parents and these programs support the improvement of family relationships. Consultation with an ex-resident indicated that Wandoo encourage family support and building a relationship with family.

Wandoo encourages parents to engage with their families and children by inviting them to playgroups and family days at the facility or local libraries. This is commonly the time where residents reconnect to their children, given their separation or prior drug use, and attachment can form that the residents don't want to lose post-release. In addition, Wandoo provides support navigating the state care or family court system.

Consultation with Wandoo, Mission Australia and ex-residents indicated that through these programs, there have been a number of reunifications of families, including cases of residents achieving custody of their children upon release and reuniting of siblings.

2.3.5 Self-advocacy

Self-advocacy at Wandoo is present in the core values of the facility, whereby residents are expected to act under the 'responsible prisoner' philosophy. This aims at arming residents with the life skills and personal responsibility required to be a functioning member of society post-release.

The Wandoo Model uses an incentivisation approach. The residents are exposed to the consequences of their actions not through punishment but through a points system, whereby good behaviour is rewarded and poor behaviour results in residents being excluded from the privileges afforded other residents. In particular, good behaviour may result in the provision of activities associated with the Section 95 of the Prisons Act 1981, such as access to external programs and activities, including off-site training, work or recreation. Well-behaved residents are afforded trust and responsibilities that encourage residents through positive reinforcement of good behaviours.

The aim of the Wandoo Model is that post-release 'the only change is the pillow they sleep on'. This requires the residents to make decisions as to their work, appointment setting, the food they will eat and their plan post-release. For example, Wandoo provides kiosks scattered throughout the facility that allow residents to book their own medical, legal and community appointments, remain up-to-date with their own calendar/schedule, buy their preferred items and search for courses and programs they would like to enrol in.

The residents are also provided with choice and afforded advocacy over their personal experiences within Wandoo and post-release. Whilst in the facility, residents elect the activities in which they engage, including training and personal development programs, recreation activities, personal items for use and bed time. The empowerment of choice encourages residents to become accountable for their personal planning and career paths post-release and prepares them for the decision-making responsibilities required when they have returned to the broader community.

¹⁶ Serco (2018), Serco Wandoo Reintegration Facility Contract, Contract Management Group Report, January 2018, unpublished

¹⁷ Ministry of Justice (2013), Transforming Rehabilitation: a summary of evidence on reducing reoffending, www.gov.uk



2.3.6 Sense of community

Desistance from reoffending is significantly based on the relationship between the individual and the wider community¹⁴. For example, attachment with peer or family groups, colleagues and community groups develop a sense of belonging and connection that deters individuals to act in a way that would be detrimental to that group.

The Wandoo Model aims to develop a sense of community prior to release so that residents may learn how to be a functional member of society. Within Wandoo, the residents create the community through peer mentoring and support and the implementation of social norms. Orientation is provided by other residents, where the social norms of the community are dictated and a sense of peer responsibility established. Older or longer serving residents of the facility are encouraged to take on mentoring and counselling roles for other residents, where they can provide advice or support them in the development of their post-release plans or letter writing.

In addition, Wandoo seeks to connect Indigenous residents with their heritage through the provision of traditional ceremonies and cultural events, Indigenous peer support and counsellors, use of local language for the maintenance of ties with the Indigenous community. In particular, Wandoo has a partnership with the Aboriginal Alcohol and Drug Service (AADS), delivering the 'Who's ya Mob' program "focussing on a drug free approach to participants incorporating education, harm reduction, building self-esteem, relationship building, drumbeat and understanding cultural identity"¹⁵.

A sense of community is also established through the facility staff. Consultation with staff at the Wandoo Facility indicated that a key differentiator of the facility is the sense of fulfilment that the staff experience in their roles, which in turn translates to the experience of residents. This was confirmed through consultation with an ex-resident who noted that interaction with staff at Wandoo was a different experience from than other prison's experienced by the resident. The ex-resident indicated that staff were strict but friendly, didn't treat the residents like inmates and were interested in their personal well-being and progress.

Consultation with an ex-resident at Wandoo indicated that the feeling of safety and security at Wandoo was a clear differentiator from other facilities. The ex-resident stated that he felt safer at Wandoo than at other facilities and didn't witness the same level of violence or self-harm. He attributed this to the visibility of staff and the 'brotherhood' brought about through an understanding of other residents experiences and a sense of responsibility for impacting others with whom relationships had been built by mingling of all residents in common areas.

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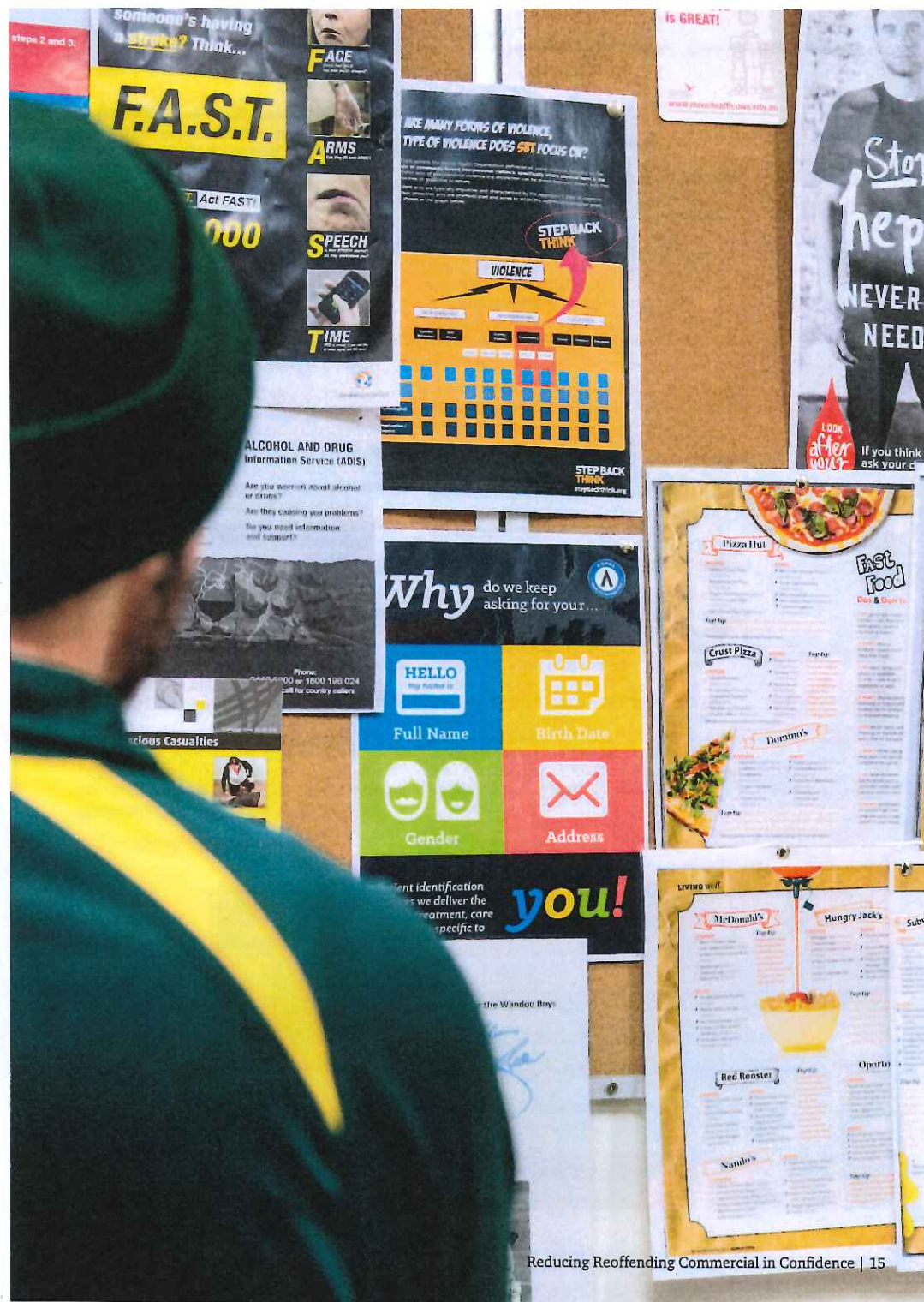
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¹⁴ Ministry of Justice (2013), Transforming Rehabilitation: a summary of evidence on reducing reoffending, www.gov.uk



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12/2018/946

Justice

Rehabilitation with man's best friend



Serco's rehabilitation programs are underpinned by a restorative justice framework that provides opportunities for prisoners to give back to the community. Through unique partnerships, Serco delivers programs that provide essential training and rehabilitation to dogs; benefitting those in need and giving prisoners skills and confidence to support their release.

Pups in Prison

At Southern Queensland Correctional Centre (SQCC), our team set up a partnership with Assistance Dogs Australia that sees prisoners training puppies to help people with special needs.

The Pups in Prison program is run in partnership with Assistance Dogs Australia, a national charity that trains Labradors and Golden Retrievers to support people with special needs. Prisoners at Southern Queensland Correctional Centre train the pups to perform tasks that are difficult for those with physical disabilities. Prisoners are assigned a dog, and training takes approximately eight months of 24 hours a day, seven days a week care.

Recipients of assistance dogs include people living with physical disabilities, autism, post-traumatic stress and dementia, as well as schools and care facilities. Prisoners at SQCC have become so skilled in assistance dog training they are now providing advanced training, resulting in a number of dogs being placed with recipients directly from the prison.

Richard Lord, Assistance Dogs Australia Chief Operating Officer said: "We are always looking for people who have the time and motivation to raise a puppy for us, and the Pups in Prison program solves that problem. It also provides the detainees with new skills, training and responsibilities, and offers great rehabilitation and a chance to give back to the community."

"This program's impacted me in several ways. One, I think it's taught me a lot of patience, it's also very calming. It's companionship. You don't get much alone time being here, but the time I spend with Casper is definitely valuable time."

- Graham, Southern Queensland Correctional Centre prisoner.



[Watch: Pups in Prison video case study](#)

Rehabilitation for rescue dogs and offenders

In 2015, Serco embarked on a partnership with the Dogs' Refuge Home in Shenton Park. The program sees prisoners providing care, socialisation and training to dogs, who are often abandoned or abused, with the aim of improving their chances of being adopted into a permanent home.

Offenders involved in the program are carefully selected and educated in canine care and obedience training by a dog training specialist. The program provides an important opportunity for offenders to give back to the community in a positive way, as well as building confidence and pro-social skills to assist with their rehabilitation.

Dogs' Refuge Home CEO Judy Flanagan said the partnership benefits both homeless pets and offenders. "We thought that it's something that we can give back as well as something that the [offenders] can gain from, in terms of development of life skills and also assistance with their transition back into the community. Being able to place our dogs in this type of foster care where they will receive around the clock care and attention as well as daily training is very beneficial."

Acacia Prison was the first facility in the state to introduce the program, which has since been adopted by other state-run facilities.

 [Watch: Wandoo Shenton Park partnership video](#)

 [Watch: Acacia SAFE Avon Valley Inc. partnership video](#)



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- Judy Flanagan, CEO, Shenton Park Dog's Refuge Home

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Bringing service to life

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How retired racehorses are saving the lives of former soldiers and prison inmates

Sydney Morning Herald

By [Andrew Webster](#)

11 August 2018 — 12:00am

Clayton Hellyer thumbs the two black leather bands on his right wrist that carry the names of the dead.

They are the men he served alongside seven years ago, shoulder to shoulder, on the frontline in Afghanistan as part of the 5th Battalion of the Royal Australian Regiment.



Returned serviceman Clayton Hellyer with retired racehorse Vashka ... "People think we save them. They saved me."

Photo: Janie Barrett

"The bottom two are 'Akka' and 'Jonesy'," Hellyer, 29, explains, softly running his fingers over the names. "Akka was the first guy killed on our trip. He was an engineer. Jonesy was our cook and was killed just before he returned to Australia, in a green-on-blue situation when an Afghan national army soldier killed him. It's pretty devastating that your cook can get shot and killed like that."

Then there's the tattoo on Hellyer's neck. It carries the name and date of another of his lost mates.

"That's for my best mate, Sam," he continues. "I lost him one New Year's Eve after he returned. That's what these others are. All these boys I have lost. The bottom two happened in Afghanistan and the others are mates who have suicided. I've lost four times the mates back here than I did overseas because of PTSD [post-traumatic stress disorder] and depression. They all served. There's one name missing because he only passed away a few weeks ago ... Mate, I've been at that point a couple of times in my life as well."

What's stopped him is the big bay gelding that nudges gently into him in the chilly wind at Bandanora, the historic 1000-hectare property outside of Mudgee that Racing NSW purchased last year for retired racehorses.



A retired racing horse with guard Janelle Bowden
Photo: Janie Barrett

Vashka is the poster boy of the new stable; a former Godolphin sprinter trained by John O'Shea that won eight of his 18 starts and about \$500,000 in prizemoney. None of those details matter now because you can't put a price on what the horse means to people like Hellyer.

"He doesn't judge," Hellyer says. "You can tell horses your darkest secrets and they won't judge. He will walk up, nudge me. He wants to say hello. He knows who I am."

Vashka is one of about 200 retired racehorses that are part of Racing NSW's horse welfare program, which is funded by one per cent of the state's racing prizemoney.

It prepares racehorses new social skills for for life beyond the track, whether it's in show jumping, polocrosse, pony clubs or police horses. There are programs and stables set up all around the state.

It's important work because, at the other end of the horse lead, are humans also in need of love and support, whether they are ex-service personnel who have been exposed to the horrors of war in places like Somalia, East Timor and Afghanistan; members of the police or emergency services; or prisoners at Racing NSW's stables at St Helier's Correctional Centre in Muswellbrook.

Big, sensitive animals training small, sensitive humans to get on with their lives.

"Racehorses are bred and trained for a specific purpose," says the program's head trainer, Scott Brodie, who in another life was part of the NSW Mounted Police. "What they've learnt is superfluous for the rest of their lives. Just like people who are in the services. When they get into the real world, none of it is necessary. They don't have the same structure. There are some obvious parallels."

Brodie has seen the magical connection made between horse and human countless times. It starts with the "join-up" when they are in a round yard. With time and patience, the simple drop of the person's shoulders can be enough for half a tonne of horseflesh to stop dead in its tracks and then calmly walk towards the person like they're greeting an old friend.



"You can tell horses your darkest secrets and they won't judge"

Photo: Janie Barrett

"You can't lie to horses," Brodie says. "They are a mirror to who you are."

Max Streeter, 50, who served with the United Nations in the Middle East and then East Timor, remembers when it first happened for him, about four years ago.

"That first time, in the round yard, I learned something that no counsellor, no psychologist, could ever teach me," he says. "They'd tried to, and I'd been to many, but when you are in that yard with a horse, you have to be in the moment. You are with a 500kg animal that could hurt you if they want so you have to be

entirely present. Everything else that's in your head is gone. If you can be in the moment with a horse, you can apply that to the rest of your life."

When Streeter returned from serving in East Timor in 2003, he struggled to pick up the threads of his life. He was diagnosed with PTSD. One morning, he was standing in the middle of the local supermarket and he panicked.



Retired serviceman Max Streeter, who suffers from PTSD, interacts with Vashka, a retired racing horse.

Photo: Janie Barrett

"I just didn't know how to get home," he recalls. "I dropped the groceries, went home and didn't leave the house for 12 months. It was that bad. In one year, I went from 74kg to 110kg because I just ordered fast food to the door."

In the early months of being in the horse welfare program, Streeter and half a dozen vets stood by as a 30-year-old horse came to the end of his life.

"One night, Archie went down and wouldn't get up," Streeter says. "He had struggled and there was nothing left to be done. He had to be put down. We all reacted differently but for me it was a flood of tears. Scottie had to console me. It was the first time I'd felt anything in years.

"I had seen a lot of death after the fact, especially in East Timor. For me, there were justice issues about how these people had died, why they had died and when was justice going to come to their families. That impacted on me quite a bit.



Retired serviceman Max Streeter, who suffers from PTSD, interacts with Vashka, a retired racing horse.

Photo: Janie Barrett

People think we save the horses. They saved me.

Clayton Hellyer

"You don't get to process death. You aren't there to process death. Whether you are a policeman or soldier, you are there to perform a duty. You are there to perform a function. You don't have time to grieve. There are too many lives at stake. There is no luxury for grief.

"So, this outpouring of grief, after many years, was suddenly released. And I was there to help this horse pass on. That was healing in itself because I never had that opportunity. In the past, I would've locked myself in my room for a month and not wanted to see the world."

Hellyer also hadn't processed grief. He joined the army in 2006, one year out of high school, before being deployed to East Timor and Afghanistan.

Two years ago, he was sitting in a paddock at two o'clock in the morning. The phone reception was poor but he got a text message away to his sister to be passed on to his niece: "Sorry. I can't do it."

Hellyer was seconds away from ending his life when 'Bart', a brumby who had just been gelded, came up to him.

"I just felt him there," Hellyer remembers. "And I had a conversation with him. *What are you doing, you dickhead?* It's the same thing my mates would've been saying to me if they were there. If I didn't have him, I'd be dead."

To look at, Hellyer appears as hard as flint; stocky build with a bushy beard and a Caterpillar truckers' hat pulled down low and over his eyes. He doesn't say much.

But he softens when Vashka is in his arms.

"People think we save them," he says. "They saved me."

'It's about getting a second chance, them and us'

It takes about two-and-a-half hours to drive from Mudgee to Muswellbrook, through barren farmland ravaged by drought, and then the enormous open-pit mines as you reach the edges of the Hunter Valley.

Those scenes contrast heavily with the old stables and green surrounds just outside the minimum-security St Heliers Correctional Centre. Men in prison-issue green uniforms tend to about a hundred horses, feeding and grooming and medicating them, as well as cleaning out yards and stables.

All manner of former race horses have come through the welfare program, including punter favourites No Wine No Song, Delectation, Generalife, Mr Clangtastic, Limes, Barbed and and Astronomos. Some of the inmates know some of the horses they're looking after because they once backed them.

This part of the horse welfare program has been going for about eight years, with Arthur Inglis, the fifth generation of the Inglis bloodstock auction house and its current deputy chairman, an early driving force.

"When the inmates come down here, they've been locked up for such a long time," says Janelle Bowden, an overseer who has been at the jail for 14 years but around horses her whole life. "Most love getting away from the jail environment. Some of the horses have gone on to do some really good things. So have some of the inmates."

The Herald has been given special clearance to the stables from Corrections Minister David Elliott and Racing Minister Paul Toole. Although we are not allowed to photograph any of the inmates, we can talk to some of them.

Peter*, 26, has been in prison for four months. He will be released next week.

"Drinking," he says bluntly when asked why he's in here. "Things around drinking. Haven't had one for just on seven months and don't plan on doing it when I get out. It just leads to other stuff. I just want to get home to my family. But once I do get out, I'm going to try to train horses."

The horse in the round yard on this day is Cheazel, a mare sired by the great Octagonal, although she wasn't good enough to get to the races.

"But my favourite is a mare over there," Peter says, pointing towards the stables in the distance. "I've been training her for the last month. She was a green horse but I wanted to teach myself patience. That's the lesson here, man: you are teaching the horse but also yourself. You have to be stuck in the now."

"I've learnt to control my frustration, really. In the past, my patience has been pretty limited. Every day, the horse learns something new. And so do you. What you put in, they will respect you back."

Another inmate, Billy*, 55, has been in this prison since September. Before that, he'd spent a year in a maximum-security jail.

"They reckoned that I shot a bloke in the leg," he says. "I go up for parole on April 4, 2020. I'm here until then. But it's OK: you can't even see the jail from here".

Billy knew about horses well before he found himself in jail. He tells me he's a farmer on the outside, with hundreds of cattle and horses waiting for him when he gets out.

"I know what horses can do for people," he says. "It's good to see some of the others get so much out of it."

That's the plan they are working on at Muswellbrook: giving inmates the chance to also leave as genuine horsemen, if not better people.

Just as we're about to leave, Peter comes back and taps me on the shoulder. He's got one last thing to say and it sums up everything we've seen in the past two days.

"Make sure you put this in there, man," he insists. "It's about getting a second chance. Them and us."

** Not his real name.*

HON MICHELLE LENSINK MLC

Government
of South Australia

Minister for Human Services

MINUTES forming ENCLOSURE

18MHS/0752

TO HON VICKIE CHAPMAN MP, ATTORNEY-GENERAL

RE HOME STRAIT: A DIVERSIONARY RESIDENTIAL REHABILITATION FACILITY
BRIEFING REPORT

Thank you for your minute of 23 August 2018 forwarding Serco and partner's briefing report on the Home Strait program proposal for New South Wales (NSW).

While the program in NSW targets adults (18 – 24 year olds), it responds to similar issues faced in South Australia in relation to limited suitable bail accommodation for young people and the high proportion of young people held on remand in the Adelaide Youth Training Centre. More broadly, the program also recognises the need for an integrated service response to achieve long-term positive outcomes for people involved in the justice system.

My Department, through the Youth Justice Division, is working collaboratively with partner agencies including Education, Health, Courts, Police and Child Protection to co-design a Connected Youth Justice Strategy. This Strategy will focus on research, innovation, and interagency connections to achieve the best outcomes for young people.

Consultation with agencies and other partners to date confirms the clear directive from informing sources, including Royal Commission recommendations, that an integrated service response is critical to improving and maintaining the safety and wellbeing of vulnerable young people.

The Home Strait program model will be considered by my Department as they investigate potential deliverable actions under the Connected Youth Justice Strategy. This will include a range from "quick wins", the creation of complex services that require extensive research and collaboration, and possible legislative reform to support blended models tailored to the South Australian context.

A handwritten signature in blue ink that reads "Michelle Lensink".

Hon Michelle Lensink MLC
MINISTER FOR HUMAN SERVICES

24 / 10 / 2018