



Australian Government
Department of Employment

Consultation Paper

**PRISON TO WORK—EMPLOYMENT
SERVICE OFFER**

2018–2021

Commonwealth of Australia 2017

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1 ABOUT THIS CONSULTATION PAPER

This chapter outlines the purpose of this Consultation Paper and provides information about providing feedback.

Purpose of this Consultation Paper Process

The Department of Employment (the Department) has released this Consultation Paper in relation to the proposed new Prison to Work—Employment Service Offer 2018–2021 to invite feedback that will inform the final design and purchasing arrangements for this new service.

Questions and feedback on this Consultation Paper

The Department has provided questions to guide the discussion; however, we welcome any and all comments on this Consultation Paper.

Feedback should be provided in writing before 5.00 pm (Canberra time) 28 August 2017 by email to the Employment Services Purchasing Hotline (espurchasing@employment.gov.au).

Feedback or comments received after this date may not be considered by the Department. By providing feedback or comments on this Consultation Paper you or your organisation will be taken to have agreed to, or to have acknowledged that:

- a) the Department may use, modify, take into account, retain and copy feedback or comments
- b) the Department may (or may not) publish feedback or comments
- c) Respondents are responsible for the costs and expenses incurred in providing feedback or comments
- d) any response confers no right, advantage or benefit in any future response process or procurement of services.

To ask a question or seek clarification about this document during the feedback period, you may contact the Hotline on 1300 733 514 (Monday to Friday, 9.00 am to 5.00 pm Canberra time) or email (espurchasing@employment.gov.au). The Department will provide responses to questions or requests for clarification as soon as practicable.

The Department does not intend to publish submissions it receives. However, responses to questions or requests for clarification may be published for the benefit of all interested stakeholders without identifying the source of the question or request for clarification. If you think your question or request for clarification contains confidential or commercially sensitive information, please identify this clearly so the Department can ensure the information is appropriately protected.

Please monitor the [Employment Services Procurement Information website](http://employment.gov.au/procurement) (employment.gov.au/procurement) for updated information.

2 PRISON TO WORK—EMPLOYMENT SERVICE OFFER

Introduction

Statistics indicate that Aboriginal and Torres Strait Islander people are 13 times more likely to be incarcerated than non-Aboriginal and Torres Strait Islander people. Employment is an important way to help break this cycle. Having a meaningful and stable job is crucial to reducing rates of recidivism.

The Council of Australian Government (COAG) released the Prison to Work Report in December 2016, which identified how all governments can do better to help Aboriginal and Torres Strait Islander people transition from prison to employment.

In the 2017–18 Federal Budget, the Commonwealth Government announced the Prison to Work—Employment Service Offer, a new in-prison employment service targeted at Aboriginal and Torres Strait Islander prisoners. The Prison to Work—Employment Service Offer will offer these prisoners assistance to help them prepare for employment post-release.

The Prison to Work—Employment Service Offer aims to improve the timeliness, coordination, appropriateness and quality of employment services provided to Aboriginal and Torres Strait Islander prisoners. Empowering each Aboriginal and Torres Strait Islander prisoner with an individual pathway to employment, the Prison to Work—Employment Service Offer will provide all sentenced Aboriginal and Torres Strait Islander prisoners, who wish to participate, with:

- employment services from around three months before their scheduled release date
- a comprehensive assessment to identify any employability needs/barriers they might face
- a Transition Plan incorporating activities addressing and/or acknowledging these barriers
- a Facilitated Transfer to an employment service provider, who will assist them to find work once they leave prison.

The Department proposes selecting specialist providers to deliver the service through a competitive tender process. In responding to this approach to market process, it is intended that potential providers will be expected to demonstrate an in depth understanding of the issues of Aboriginal and Torres Strait Islander prisoners in prison and the barriers they will face as ex-offenders looking for employment. Potential Providers are expected to demonstrate an ability to effectively engage with Aboriginal and Torres Strait Islander people in a culturally competent manner. Potential providers will be required to demonstrate an understanding of the specific barriers to employment faced by female Aboriginal and Torres Strait Islander prisoners where they are tendering to offer services for female Aboriginal and Torres Strait Islander prisoners.

The Prison to Work—Employment Service Offer services will operate separately from other employment services. However, providers will be expected to link up to these services through a Facilitated Transfer with a participant's post-release provider. These services will include jobactive, the Government's mainstream employment service, and targeted employment services such as Transition to Work, New

Enterprise Incentive Scheme, or the Disability Employment Service (DES) and the Community Development Programme (CDP).

The procurement process is to procure potential providers for the Prison to Work—Employment Service Offer services to be delivered in adult prisons in **non-remote** regions. Services to be delivered in prisons in remote regions will be engaged under the Indigenous Advancement Strategy led by the Department of the Prime Minister and Cabinet.

The Prison to Work—Employment Service Offer is subject to Commonwealth and State and Territory negotiations and agreement with each jurisdiction.

To minimise red tape there will be only one purchasing exercise for all States and Territories, however, announcements of successful providers, offers of Deeds and commencement of service provision will be staggered across the States and Territories, from 1 January 2018.

It is proposed that the term of the Deeds entered into with all the successful tenderers will be to 30 June 2021.

Need for this New Service

Aboriginal and Torres Strait Islander people comprise 27 per cent of the total adult prisoner population, but comprise only 2 per cent of the Australian adult population¹. Aboriginal and Torres Strait Islander imprisonment rates have increased 42 per cent over the past decade². One quarter of all Aboriginal and Torres Strait Islander job seekers are ex-offenders, Aboriginal and Torres Strait Islander ex-offenders may face major barriers to employment including: substance abuse, poor education, intergenerational trauma, family violence, a lack of employability skills and limited work history.

The COAG [Prison to Work](#) Report (released 9 December 2016) highlights the challenges Aboriginal and Torres Strait Islander people face while trying to find and retain work following their release from prison, and identify how all governments can improve the delivery of services for Aboriginal and Torres Strait Islander prisoners leaving prison. Further, the Report found that prisoners' time in prison can be better used to set up pathways to employment. For example, there should be a stronger assessment of each prisoner's individual needs so that barriers to employment, effective interventions and support services can be identified before a prisoner is released. Many prisoners are at their most vulnerable in the period immediately following release from prison, with the Report noting that there needs to be better coordination of services prior to a prisoner's release. Planning for post-release services and connecting prisoners to providers before they are released can ensure better support during this period. The Report also identified that any support provided to Aboriginal and Torres Strait Islander prisoners needs to be culturally competent.

The Prison to Work—Employment Service Offer forms part of the Commonwealth's approach for implementing the findings made in the Report. By better preparing Aboriginal and Torres Strait Islander prisoners to find employment and reintegrate into the community, the Prison to Work—Employment Service Offer aims to improve the likelihood of finding a job on release and to help address the current pattern of high rates of Aboriginal and Torres Strait Islander recidivism.

¹ Australian Bureau of Statistics (ABS), *Prisoners in Australia 2016*.

² ABS, *Prisoners in Australia, 2016*.

This initiative seeks to reduce this pattern, by providing Aboriginal and Torres Strait Islander prisoners with the opportunity for additional support services before, during and after their release from prison, and into employment. There are already a number of services in place to assist both Aboriginal and Torres Strait Islander people and ex-offenders with issues around housing, health, legal services, etc. This initiative does not seek to duplicate or replace these services; rather it seeks to link up these services with a coordinated approach that focuses on preparing for employment prior to a prisoner's release into the community.

Key Features of the Prison to Work—Employment Service Offer

The Prison to Work—Employment Service Offer will provide face to face, in-prison employment services to sentenced Aboriginal and Torres Strait Islander prisoners and will be delivered in a culturally competent manner. This service will consolidate any education or training a prisoner may have undertaken whilst incarcerated with their previous work history and post-release employment goals.

Comprehensive assessments of a prisoner's specific needs will be undertaken using the:

- Job Seeker Classification Instrument (JSCI) – a group of questions to assess an individual's level of disadvantage to ensure they are serviced by the most appropriate employment service.
- Employment Services Assessment (ESAt) – where a JSCI shows a person as having or had multiple or complex barriers, an ESAt will be done to determine the most appropriate services (e.g. DES instead of jobactive) as well as their work capacity.

In normal circumstances a job seeker would only receive an ESAt if a JSCI indicated the need for one. For the Prison to Work—Employment Service Offer, all participants will be offered an ESAt conducted by the Prison to Work Provider (Provider), a prison medical officer or allied health professionals. This change recognises that more comprehensive assessments will provide greater knowledge of the prisoner's barriers to better inform the Transition Plan, the Facilitated Transfer and the service to which the prisoner is referred to post-release.

The Provider will consolidate JSCI and ESAt results with information gathered during their face to face conversations with participants, and where appropriate, information from the prison (e.g. evidence of educational attainments) to develop a comprehensive Transition Plan. The Transition Plan will include any reintegration and rehabilitation services a participant may require, vocational and employment needs, and post-release activities/support service and parole requirements.

As currently occurs, the Department of Human Services will conduct an income support assessment and referral to the post-prison provider approximately 21 days prior to exiting prison. Following this, the Provider will be notified of the outcome and name of the post-release employment services provider.

The Transition Plan will reflect the different needs of participants depending on their post-release employment services provider, including the different requirements for CDP participants and job seekers participating in job search activities upon release. As part of the Transition Plan, Providers will provide participants with information on the employment implications of their criminal record. The Transition Plan will be developed in consultation with the participant and with the assistance of corrections staff and other in-prison providers (e.g. health workers, education providers, throughcare providers). The Transition Plan will also encourage participants to connect with their post-release

employment services provider sooner rather than later, including opting out of any exemptions to benefit from their assistance and support.

This Transition Plan will be the focus of a Facilitated Transfer with the participant's post-release employment service provider for the area where the prisoner intends to live on release. The Facilitated Transfer should involve the participant and if possible be conducted with the specific consultant who will be providing employment services to the participant after their release.

A flowchart that represents the proposed order and structure of the Prison to Work—Employment Service Offer is available at [Appendix A](#).

Prisoner Eligibility

Sentenced, adult, Aboriginal and Torres Strait Islander prisoners with around three months until their scheduled release date will be eligible to participate in the Prison to Work—Employment Service Offer. Participation is voluntary. Participants are not on income support and do not have mutual obligations until after they are released from prison.

Prison staff will identify eligible Aboriginal and Torres Strait Islander prisoners for the Prison to Work—Employment Service Offer. With assistance from the Provider, prisons will also help promote the benefits of the Service Offer to prisoners. Prisons will notify their Provider when an eligible prisoner volunteers for the Service Offer. Referrals will be made by a manual notification (from the prison) to the Provider and not through the Department's IT systems.

Participant Numbers

Providers may be contracted to provide services to one prison or multiple prisons, however, it is intended that each prison will be provided with services by only one Provider.

Nationally there are approximately 9,500 Aboriginal and Torres Strait Islander prisoners released annually. It is anticipated that 50 per cent of this cohort, around 4,750 prisoners, will participate in the Prison to Work—Employment Service Offer.

To provide a further indication of potential participants and prisons, indicative data is at [Appendix B](#).

Note: as the Prison to Work—Employment Service Offer is a voluntary service, the Department cannot guarantee the number of participants.

Provider Services

It is anticipated that successful tenderers will have:

- a demonstrated knowledge of specific issues faced by Aboriginal and Torres Strait Islander prisoners and cultural competency
- a demonstrated understanding of the particular reintegration needs and barriers to employment faced by female Aboriginal and Torres Strait Islander prisoners (where a Provider is tendering to provide services to female Aboriginal and Torres Strait Islander prisoners)
- a demonstrated understanding of relevant state and territory criminal justice and corrections systems and support services particularly as they relate to Aboriginal and Torres Strait Islander people

- demonstrated linkages with community networks, particularly Aboriginal and Torres Strait Islander networks, in and around the area they propose to provide Prison to Work services and in areas which prisoners are likely to move back to (noting that a percentage of prisoners do not live near the prisons)
- an ability to deliver the proposed employment services in-prison and
- a demonstrated knowledge and ability to work with relevant post-release employment services programs.

Cultural Competence

Improving outcomes with and for Aboriginal and Torres Strait Islander prisoners will require organisations to have a high level of cultural competence. Cultural competence is the set of attitudes, practices and policies that come together to link individual capability and organisational business needs to enable the achievement of outcomes in cross-cultural situations.

Strengthening Aboriginal and Torres Strait Islander cultural competence requires an organisational culture which is committed to social justice, human rights and the process of reconciliation through valuing and supporting Aboriginal and Torres Strait Islander cultures, knowledge and peoples as integral to the core business of the organisation. Improving cultural competence requires effective and inclusive attitudes, policies and procedures, monitoring mechanisms and allocation of sufficient resources to foster culturally competent behaviour and practice at all levels of the organisation. It enables an organisation to assess its operations with the clear objective of improving engagement, policy and program delivery, and producing better outcomes for Aboriginal and Torres Strait Islander people and communities.

It is a continual process that should be incorporated into staff training and development policies and involves increasing awareness, knowledge and understanding of:

- different cultural perspectives
- the unique aspects of Aboriginal and Torres Strait Islander societies and cultures
- history and of how the past has shaped and continues to impact on the lives of Aboriginal and Torres Strait Islander peoples today
- the complexities, challenges and opportunities involved in improving and sustaining policy and program outcomes in partnership with Aboriginal and Torres Strait Islander people.

In the proposed procurement process, the Department aims to be in a position to assess indicators of an organisation's cultural competence including the following:

- Does the organisation provide an Aboriginal and Torres Strait Islander specific Cultural Appreciation Program or other cultural training for staff, including on induction?
- Does the organisation have a Reconciliation Action Plan? Is the organisation a parity employer or have an Aboriginal and Torres Strait Islander Employment Target?
- Does the organisation have an Aboriginal and Torres Strait Islander Workforce Strategy?
- How many Aboriginal and Torres Strait Islander employees are in the organisation, including holding senior leadership positions?

- How does the organisation support its Aboriginal and Torres Strait Islander employees? (I.e. internal and external networking, mentoring, career development, etc.)
- How does the organisation help foster ongoing relationships and knowledge sharing between its Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees and stakeholders that are mutually beneficial?
- How does the organisation promote an environment where Aboriginal and Torres Strait Islander perspectives and participation in decision-making are sought, valued and promoted?
- How does the organisation encourage its employees to value diversity by accepting and respecting differences?

Potential Providers must also demonstrate an understanding of the specific issues faced by Aboriginal and Torres Strait Islander people in the justice system and be able to provide services to participants in a culturally competent manner. Tendering organisations are likely to be asked to elaborate on their experience and expertise as follows:

- Does the organisation have experience offering services to Aboriginal and Torres Strait Islander people and/or people in prison?
- Does the organisation have an understanding of the demographics and status of the Aboriginal and Torres Strait Islander people in prisons and the issues they face upon release?
- What is the organisation's understanding of the challenges and opportunities for Aboriginal and Torres Strait Islander prisoners and their families/kinship networks in the region they will operate?
- What steps would the organisation take to ensure that the services are delivered effectively to Aboriginal and Torres Strait Islander people?
- What outcomes has the organisation achieved for Aboriginal and Torres Strait Islander people to date?
- Does the organisation have a strong relationship with, and credibility among, Aboriginal and Torres Strait Islander communities in which it operates? Evidence may include letters of support, references, awards etc.
- Does the organisation have an understanding of the objectives of the COAG Prison to Work Report?

Service to Aboriginal and Torres Strait Islander Participants

Eligible prisoners who elect to receive in-prison employment services through Prison to Work will:

- Receive culturally competent tailored assistance.
- Receive a minimum of three face to face interviews, with their Provider (noting there may be some exceptions). These sessions will focus on building trust with the prisoner.
- Undergo comprehensive employment assessments so Providers can gain an understanding of their circumstances. Both the JSCI and ESAt will be undertaken face to face with the:
 - JSCI assessments being conducted by Providers at any point in the sessions, once a rapport has been established and
 - ESAt being conducted by prison medical staff who have been suitably trained, as they will already have access to medical records and may have prior relationship with the prisoners,

or where that is not possible, through the Provider bringing in their own health care professionals who are trained and qualified to deliver the ESAt.

- Develop a comprehensive Transition Plan with their Provider. Providers will discuss and review the participant's skills, work experience and work history in addition to any education or training undertaken while incarcerated. In doing this Providers will take into account career aspirations, skill gaps, non-vocational barriers and also consider realistic employment options, labour market conditions of the area the participant will reside post-release, and any limitations due to the participant's criminal history. In addition to employment related activities, the Transition Plan may include activities (post-release) to assist meeting parole requirements or reintegration into the community (e.g. transitional support or rehabilitation services relating to health, housing etc.) and linkages to relevant services that would be available on release.
- Be provided with a Facilitated Transfer from their in-prison Provider to their post-release employment services provider in the region the prisoner intends to live on release. The Facilitated Transfer could be a virtual meeting of the participant and the post-release employment services provider. This will provide an opportunity for in-prison and post-release providers to discuss the Transition Plan with the participant and specifically identify any transitional support services or post-release rehabilitation and reintegration requirements or any risks that the participant has identified they may experience upon release.

Services to Female Aboriginal and Torres Strait Islander Participants

As identified in the COAG Prison to Work Report, male and female prisoners face many of the same issues while in prison and post-release. However, female prisoners may have additional challenges, such as (usually) poorer access to education and training opportunities while in prison, and problems in gaining access and custody of children when out of prison. Some women also encounter particular difficulties in returning to unsafe environments. They are more likely to have experienced previous victimisation, abuse, family violence, poor mental health and substance misuse.

Providers delivering services within a women's prison should demonstrate an understanding of the specific reintegration needs and barriers to employment of female Aboriginal and Torres Strait Islander prisoners. Providers should deliver services in a safe environment that is sensitive to the likely experiences of trauma experienced by female Aboriginal and Torres Strait Islander prisoners (e.g. by engaging female employment consultants).

Services to Participants Returning to Community Development Programme Regions

Providers will support prisoners returning to different locations in Australia, including areas of remote Australia. This means Providers will need to cater for the different requirements prisoners will have upon release, depending on whether they are returning to CDP or jobactive regions. Providers will also need to cater for prisoners who may move between CDP and jobactive regions upon release.

CDP is a community oriented employment program delivered in remote Australia. It is designed to provide opportunities for Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander job seekers to participate in work-like activities five days a week, 12 months a year with leave provisions and a range of exemptions available. In remote communities, where the challenges of getting into work are greater and job seeker's barriers much higher, it is critical that the focus of support

is on helping job seekers overcome barriers to employment, providing access to opportunities to develop their skills and ensuring they are ready to take up work when it becomes available.

CDP is delivered in 60 remote regions, covering 75 per cent of Australia's land mass and reaching over 1,000 communities. The program supports approximately 35,000 people with around 83 per cent of participants being Aboriginal and Torres Strait Islander people.

All activity-tested job seekers, whether they live in the biggest cities or remote communities, have mutual obligations of up to 25 hours a week. In CDP regions, these mutual obligations are generally compulsory activities, which include work-like activities, community and cultural activities, training and support to overcome barriers to employment and participation. Other factors that a Provider may need to be aware of when a participant intends to return to a CDP region include different streaming rules (following the initial assessment in prison), Work for the Dole requirements and labour markets from jobactive regions.

CDP services also assist vulnerable job seekers and job seekers with a disability, with CDP providers taking into account a job seeker's capacity to participate in the program and their individual needs and support requirements. The comprehensive assessment will be the mechanism for assessing an individual's work capacity and requirements to participate in CDP, as well as to help job seekers move forward on the pathway to employment.

Roles and Responsibilities

State and Territory Responsibilities

Individual State and Territory governments will:

- provide information on Aboriginal and Torres Strait Islander people in prisons and upcoming release numbers
- promote and support the Prison to Work—Employment Service Offer to prisons and within prisons
- identify eligible prisoners and notify the Provider approximately three months prior to their scheduled release date
- arrange and conduct ESATs (by Prison Medical Officers who have undergone relevant ESAT training) where applicable
- book appropriate rooms and escort the Provider and participants to enable servicing
- Prioritise DHS Prison Liaison Officers meeting participants as close to 21 days before release as possible
- provide access to a telephone for the Facilitated Transfer meeting
- notify the Provider when a participant has been transferred to a different prison.

Commonwealth Responsibilities

The Commonwealth, through the:

- Department of Employment will have responsibility for the purchasing and contractual arrangements with Providers

- Department of Human Services, through their Prison Liaison Officers, have responsibility to refer participants to appropriate post-release employment services including: jobactive, CDP, Transition to Work and DES
- Current protocols will be reviewed to recognise that:
 - in most instances DHS will not be required to conduct a JSCI at the pre-release assessment interview (as a JSCI will have been conducted by the Provider)
 - the 13 week activity test exemption should only be granted by discretion (i.e. if the participant is experiencing major personal crisis), as a standard prisoners should receive only the two week exemption.

Prison to Work Providers Responsibilities

Providers will be responsible for:

- providing face to face services to all participants
- promoting the service within the prison
- liaising with prisons
- adhering to prison requirements - in regards to procedure, prisoners, rooms, scheduling appointments, DHS appointments and ESAt appointments
- entering relevant information into the Department's IT systems
- undertaking the JSCI
- reimbursing the organisation that undertakes the ESAt, where the ESAt is not performed by the prison medical officer they will also be responsible for engaging a suitable assessor
- arranging a Facilitated Transfer for a participant to their post-release employment service provider (including scheduling an initial session post-release).

Providers Working With Prisons

Providers will need to work closely with prison staff. Liaison activities will include:

- understanding and adhering to prison protocols (including undertaking any relevant training or background checks)
- negotiating when they will provide in-prison employment services
- being aware of equipment that can or cannot be brought in or accessed in the prison i.e. laptops, internet connections, use of portable storage devices (USB), promotional material, etc.
- understanding and complying with JSCI, ESAt and Department of Human Services processes (including undertaking training, where necessary)
- gaining a knowledge of participants' in-prison education or employment training attainments where relevant
- liaising with other in-prison service providers who may be providing services to a participant (e.g. health workers, education providers, throughcare workers)
- promotion of the Prison to Work—Employment Service Offer to upcoming eligible prisoners in the prison.

Providers Working With Other Employment Services Providers and Other Community Services

Providers will need to build strong relationships with other employment services providers to ensure a continuous provision of support for participant's pre and post-release from prison, as part of the Facilitated Transfer.

Both the Provider and post-release employment services provider will use the Transition Plan to identify any transitional support or rehabilitation services a participant might need to assist them successfully reintegrate into the community. Working with transitional support or rehabilitation services, the Providers will be able to provide the participant with holistic information on assistance that addresses a broad range of needs, including in relation to housing, health care, etc.

Questions and Discussion Points for Stakeholders

- What assurance is needed, in your view, from State and Territory governments for you to be able to deliver this service?
- How can the specific reintegration and rehabilitation needs of the eligible cohort be better assessed?
- Who is best placed to undertake the ESAt?
- Should anyone other than the Provider be considered to undertake the JSCI?
- How many sessions, and of what length, would be the most effective to deliver these services?
- Can you identify any specific considerations for providing services to Aboriginal and Torres Strait Islander female prisoners?
- Are there other post-release Commonwealth and State/Territory employment services and transitional support services that you consider participants would benefit from being referred to, e.g. ParentsNext, VTECs, throughcare services etc.?
- Can you identify similar or overlapping services currently offered by States and Territories, to ensure appropriate linkages and avoid duplication?
- Are the Commonwealth, the Provider, and the State and Territory roles, as specified in this paper, clear and appropriate?
- What arrangements should be put in place, or services delivered to ensure high take up of the service by Aboriginal and Torres Strait Islander prisoners?
- How could the service be designed and operate to ensure culturally competent delivery?
- How can this service complement other services and activities delivered in prison so that prisoners do not have to repeat their story over and over?

3 PURCHASING ARRANGEMENTS

Proposals to provide the Prison to Work—Employment Service Offer are not sought at this time.

Future Request for Tender

The Department intends to select specialist in-prison service Providers to deliver the Prison to Work—Employment Service Offer, through a competitive procurement process.

The feedback received in response to this Consultation Paper will inform the final Request for Tender for Prison to Work Employment Services 2018–2021, which the Department intends to be released in September 2017.

The Request for Tender will be published on AusTender, which is the central website for the publication of Australian Government business opportunities.

Potential Respondents are encouraged to create or update their AusTender profile now and register interest in the Request for Tender for Prison to Work Employment Services 2018–2021.

It is anticipated that the Request for Tender response period will be four weeks. During this period, the Department intends to conduct a webinar, and may conduct other information sessions.

The Request for Tender will include the requirements that potential Respondents need to comply with when submitting a response. It will be accompanied by supporting documentation, including forms and checklists to assist Respondents to complete proposals. A draft Deed will also be available for the consideration of Respondents during this period.

Respondents will be required to submit their response to the Request for Tender through the Department's 360Pro procurement system by the close of the response period that is set out in the Request for Tender.

Implementation

The Prison to Work—Employment Service Offer is subject to Commonwealth and State and Territory negotiations and agreement with each jurisdiction.

To minimise red tape there will be only one purchasing exercise for all States and Territories, however, announcements of successful Providers, offers of Deeds and commencement of service provision will be staggered across the States and Territories, from 1 January 2018.

Where prisons are located in CDP areas, in-prison services for prisoners will be delivered by providers funded under the Indigenous Advancement Strategy. Employment services to be provided in **remote** prisons will **not** be part of this procurement process.

Respondents

Respondents may apply to deliver services in one or more prisons; however, respondents will need to demonstrate their ability to provide effective services in each of the prison locations. Individual

negotiations may be required in relation to each prison facility in different States and Territories if a Respondent is selected to deliver services in prisons in multiple States and Territories.

There will be only one Provider selected for each prison.

Employment service providers with contracts to deliver existing employment services (such as jobactive, DES and Transition to Work) may submit a response to the Request for Tender to deliver Prison to Work services. However successful Respondents will be contracted under a separate Prison to Work Deed and will be required to separately manage all contracted Deeds.

To ensure culturally appropriate services, Respondents will be expected to demonstrate an in depth understanding of the issues Aboriginal and Torres Strait Islander prisoners have and the barriers they will encounter as ex-offenders looking for employment.

The Department does not, and will not, guarantee a specified or minimum level of business to any Provider.

Probity

The Department has appointed Maddocks as the external Probity Adviser to advise on the probity and integrity of the procurement process. The role includes developing an overarching Probity Plan that will be applied to the process, providing advice on probity issues, conducting appropriate probity training and advising on relevant security arrangements.

The Probity Adviser will observe and monitor, but will play no role in, the evaluation process.

Provider and Prison payments

A Provider will receive a total of \$555 (GST exclusive) for each prisoner with a Transition Plan that receives a Facilitated Transfer. It is intended that the payment structure for Providers will be a fee for service basis.

It is anticipated that Providers will receive upfront payments based on the number of prisoners it is expected they will service over the following six months (based on information provided by prisons on upcoming releases). This fee recognises that the take up of the service by prisoners is voluntary and there may be a higher administrative burden than for out of prison services. For example there will be higher occurrences of prisoners not able to attend appointment, transfers, waiting times, etc.

It is also anticipated that the balance of the service fee will be paid after the Provider finalises the provision of services to individuals; when a prisoner has a Transition Plan and receives a Facilitated Transfer. This fee recognises that Providers who have a high take up rate will be appropriately remunerated. This fee also considers that prisoners may transfer during their service from one prison to another.

Providers will be expected to provide services to all Aboriginal and Torres Strait Islander prisoners who wish to participate in their prisons.

In addition, it is intended that an Assessment Fee of \$150 (GST exclusive) will be paid to the conductors of the ESAT by the Provider and reimbursed by the Department.

Example

A Provider providing services to a prison that anticipates having 200 Aboriginal and Torres Strait Islander prisoners participating a year (100 in each six month period) would receive the following breakdown:

1 July–six monthly upfront payment for 100 prisoners– $100 \times \$280 = \$28,000$

\$275 for every Facilitated Transfer and Transition Plan–70 occur - $70 \times \$275 = \$19,250$

1 January–six monthly upfront payment for 100 prisoners – $100 \times \$280 = \$28,000$

\$275 for every Facilitated Transfer and Transition Plan–83 occur - $83 \times \$275 = \$22,825$

Total Payments for Financial Year = \$98,075

Quality and Performance

The Department is committed to ensuring Providers deliver culturally competent, effective, high quality and professional services to participants. To support this there will be an overarching Prison to Work—Employment Service Offer quality and performance framework with the following components:

- a Service Guarantee setting out the standard of service delivery that participants can expect from a Provider
- Key Performance Indicators (KPIs) to assess the effectiveness, efficiency and quality of a Provider’s service delivery
- a Joint Charter of Contract Management setting out the expectations, roles and accountabilities of both the Department and Providers with regard to contract and performance management.

The performance of individual Providers will be regularly assessed by the Department and may be used to determine Deed extensions and/or sanctions, including termination of the Deed.

This initiative will be evaluated by the Department.

Service Guarantee

Under the Deed, it is proposed that every Provider will adhere to a Service Guarantee that clearly sets out the service delivery standards that participants can expect from the Provider. The Service Guarantee must be provided to participants and the prison.

This Service Guarantee will include the need to deliver services in a culturally competent manner.

Key Performance Indicators

In addition to compliance with the Service Guarantee and Service Delivery Plan, the Department will consider achievement against KPIs when assessing the performance of a Provider. Cultural competency will form part of these KPIs.

Department’s IT systems

The Department’s IT systems will be tailored to the Prison to Work—Employment Service Offer. It will interface with the Department of Human Services system. IT functionality will be available from

January 2018. It is anticipated that State and Territory justice and corrections departments or prisons will only access the Department's IT systems for the purposes of entering ESAt results where they conduct an ESAt.

Functionality for Providers will include (but is not limited to) the ability to:

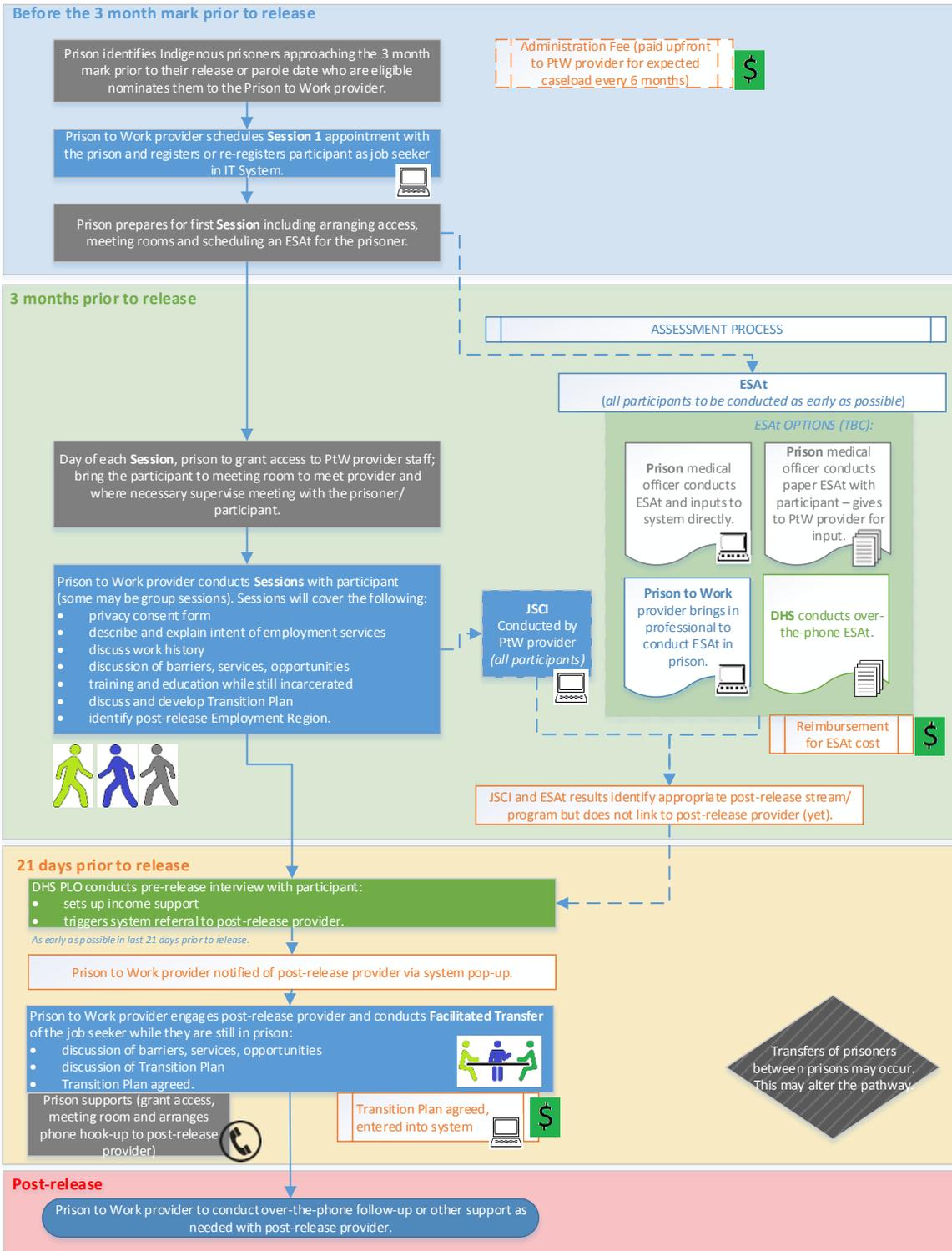
- enable Direct Registration or Re-Registration of participants
- enable JSCI and ESAt assessment results to be stored and used to identify appropriate post release employment services
- enable viewing and reporting on caseload
- develop, agree to, store and transfer (to the post-release provider) a comprehensive Transition Plan, including activities for post-release
- record/upload and store case notes made at appointments
- claim service and assessment fees, including reimbursement of assessment fees paid to prisons
- identify the post-release employment service provider to enable a Facilitated Handover.

Questions for Stakeholders

- What should be the KPIs to represent the success of this Service Offer?
- How should cultural competency be measured?

APPENDIX A PROGRAM OVERVIEW FLOWCHART

PRISON TO WORK – PROGRAM OVERVIEW FLOWCHART



Key



Acronyms/Initialisations

PtW: Prison to Work
 JSCI: Job Seeker Classification Instrument
 ESAT: Employment Services Assessment
 IT System: ESS Web
 DHS: Department of Human Services

APPENDIX B INDICATIVE PRISON DATA

Prison to Work – Indicative participation data and participating prisons

Please note – The list of participating prisons and participation data are indicative and only include prisons in non-remote employment regions. Services to be delivered in prisons in remote regions will be engaged under the Indigenous Advancement Strategy led by the Department of the Prime Minister and Cabinet.

The estimated number of eligible participants who may be able to access the Prison to Work—Employment Service Offer over a 12 month period in each State and Territory is as follows:

Jurisdiction	Estimate of expected eligible participants over a 12 month period
New South Wales	2980
Victoria	320
Queensland	1300
Western Australia	1160
South Australia	320
Tasmania	110
Northern Territory	500
Australian Capital Territory	70

The prisons expected to participate in the Prison to Work – Employment Service Offer are as follows:

Prison Name	Employment Region
AUSTRALIAN CAPITAL TERRITORY	
Alexander Maconochie Centre	Capital Region
NEW SOUTH WALES	
Cooma Correctional Centre	Capital Region
Goulburn Correctional Centre	Capital Region
Bathurst Correctional Complex	Central West
Kirkconnell Correctional Centre	Central West
Lithgow Correctional Centre	Central West
Oberon Correctional Centre	Central West
Broken Hill Correctional Centre	Far West Orana
Wellington Correctional Centre	Far West Orana
Cessnock Correctional Centre	Hunter
St Heliers Correctional Centre	Hunter

Prison Name	Employment Region
Berrima Correctional Centre	Illawarra South Coast
South Coast Correctional Centre	Illawarra South Coast
Mid North Coast Correctional Centre	Mid North Coast
Junee Correctional Centre	Murray Riverina
Mannus Correctional Complex	Murray Riverina
Glen Innes Correctional Centre	New England and North West
Tamworth Correctional Centre	New England and North West
Grafton Correctional Centre	North Coast
Long Bay Correctional Complex (Hospital and Metropolitan Special Programs Centre)	Sydney East Metro
Dillwynia Correctional Centre	Sydney Greater West
Emu Plains Correctional Centre	Sydney Greater West
John Morony Correctional Complex	Sydney Greater West
Outer Metropolitan Multi-Purpose Correctional Centre	Sydney Greater West
Parklea Correctional Complex	Sydney Greater West
Silverwater Correctional Centre (Dawn de Loas Correctional Centre)	Sydney Greater West
Silverwater Women's Correctional Centre	Sydney Greater West
Kariong Correctional Centre	Sydney North and West
NORTHERN TERRITORY	
Alice Spring Correctional Centre	Alice Springs
Darwin Correctional Centre	Darwin
QUEENSLAND	
Palen Creek Correctional Centre	Brisbane South East
Capricornia Correctional Centre	Fitzroy
Numinbah Correctional Centre	Gold Coast
Woodford Correctional Centre	Somerset
Helana Jones Centre	Somerset
Townsville Correctional Centre	Townsville
Maryborough Correctional Centre	Wide Bay and Sunshine Coast
Arthur Gorrie Correctional Centre	Wivenhoe
Borallon Correctional Centre	Wivenhoe
Brisbane Correctional Centre	Wivenhoe
Brisbane Women's Correctional Centre	Wivenhoe
Southern Queensland Correctional Centre	Wivenhoe
Wolston Correctional Centre	Wivenhoe
SOUTH AUSTRALIA	
Adelaide Pre Release Centre	Adelaide North
Adelaide Remand Centre	Adelaide North
Adelaide Women's Prison	Adelaide North
Yatala Labour Prison	Adelaide North
Cadell Training Centre	Murray and South East
Mobilong Prison	Murray and South East
Mount Gambier Prison	Murray and South East
Port Augusta Prison	North West Country SA

Prison Name	Employment Region
TASMANIA	
Risdon Prison Complex	Hobart and Southern Tasmania
VICTORIA	
Langi Kal Kal Prison	Ballarat
Barwon Prison	Barwon
Marngoneet Correctional Centre (Kareenga Annexe)	Barwon
Loddon Prison	Bendigo
Tarrengower Prison	Bendigo
Fulham Correctional Centre	Gippsland
Beechworth Correctional Centre	Goulburn/Murray
Dhurringile Prison	Goulburn/Murray
Judy Lazarus Transition Centre	Inner Metropolitan Melbourne
Melbourne Assessment Prison	Inner Metropolitan Melbourne
Dame Phyllis Frost Centre	Western Melbourne
Port Phillip Prison	Western Melbourne
Hopkins Correctional Centre (Ararat Prison)	Wimmera Mallee
WESTERN AUSTRALIA	
Broome Regional Prison	Broome
Greenough Regional Prison	Geraldton
Albany Regional Prison	Great Southern - Wheatbelt
Pardelup Prison Farm	Great Southern - Wheatbelt
Eastern Goldfields Regional Prison	Kalgoorlie
Acacia Prison	Perth North
Bandyup Women's Prison	Perth North
Wooroloo Prison Farm	Perth North
Boronia Pre-Release Centre for Women	Perth South
Casuarina Prison	Perth South
Hakea Prison	Perth South
Karnet Prison Farm	Perth South
Melaleuca Remand & Reintegration Facility	Perth South
Wandoo Reintegration Facility	Perth South
Bunbury Regional Prison	South West WA