

Better Corrections, Safer Communities

Over the past 18 months The GEO Group Australia has undertaken a thorough review of the way in which it engages with its clients and key stakeholders.

An important part of this process was exploring how our partnerships can contribute even more to the outcomes our clients are looking for.

With the thoughtful input of our clients, GEO's primary role was clearly identified and is best expressed in four words — *Better Corrections, Safer Communities*.

Fundamentally, this means that GEO's role is to deliver correctional services that are most effective and which continually improve, helping to create safer communities by keeping prisoners secure and reducing rates of reoffending.

As an industry leader, GEO is in a position where we can play a pioneering role in the future of corrections in Australia.

With that in mind, we will continue to harness staff initiatives, pursue innovations and better practices, and strive to improve the services we deliver. Above all, we are committed to reducing recidivism rates across the country.

To deliver better corrections and safer communities, GEO needs to build on its inherent character traits. These character traits have been defined as being a *partner*, and a *leader*, that *responds* and *delivers measurable* outcomes.

In the coming months, GEO will align its business practices to the delivery of *Better Corrections, Safer Communities*.



It is a journey in which every member of our staff has an important role to play and an opportunity to help set the future course of not only The GEO Group Australia, but the Australian corrections industry.

Pieter Bezuidenhout
Managing Director

GEO's character

GEO's role is to deliver better corrections and help create safer communities. To succeed, GEO will draw on its five inherent character traits. We will:

Partner — with our clients and communities to better achieve our shared goals.

Lead — through innovation and by adding value to our clients.

Deliver — by providing reliable and accountable services every day.

Measure — by evaluating our services to achieve better outcomes.

Respond — with flexibility and speed to our customers' needs.



••• GEO is committed to reducing recidivism rates through education and training.

Partner ► A canny Employee of the Year

Creating effective partnerships has been critical to the success of the programs developed by GEO's 2012 Employee of the Year Matthew Canny.

In what has been a tremendous 12 months of achievement for the Junee Correctional Centre health promotions officer, the introduction of several innovative health programs have been the highlights.

These initiatives were acknowledged at the 2012 Employee of the Year award ceremony, where Matthew was joined by fellow finalists Rae Lea Pronk (Arthur Gorrie), Jennifer Norris (Fulham), Jacqui Geveke (Parklea) and Melanie Ferguson (GEO Care). At the ceremony Matthew received a \$4000 travel card, \$1000 spending money and two weeks special leave.

The 'Healthy Inside' program was Matthew's first initiative. A six-week course that combines health education with physical exercise, the program targets high-risk offenders with a poor uptake of recreational opportunities and an unwillingness to engage in rehabilitative programs.

Matthew worked with colleagues in operations and offender services so potential participants

could be identified and so there was coordination with other programs. A robust evaluation system validates the benefits for offenders and the centre.

The Australian Council on Healthcare Standards gave its seal of approval when it acknowledged the program at its 15th Annual Quality Improvement Awards.

Another of Matthew's achievements is promoting the *What Makes a Man a Man* mentoring program within GEO and developing a strong partnership with its founder, psychologist Agi O'Hara.

A core element of this program is a series of interviews that provide insights from 15 well-known Australian men from a range of backgrounds. The interviewees become 'virtual' mentors to offenders. Matthew is extending this by partnering with psychologists to develop an intervention program around the interviews.

Equally concerned about his colleagues' health, Matthew introduced a 10-week weight loss challenge through which 55 staff shed a total of 255 kilograms. He also launched a 'quit smoking' program and secured nicotine patches at a preferential rate from a supplier.



••• GEO's 2012 Employee of the Year Matthew Canny.

"Matthew's efforts have played an important role in improving Junee's 'healthy prison' performance. He is energetic and enthusiastic and has educated, inspired and encouraged offenders and staff to achieve personal health and lifestyle goals," said Junee Correctional Centre general manager Andy Walker.

"Matthew has also shown great leadership, particularly in developing partnerships between health services and operational staff in order to achieve healthy lifestyle objectives."

Matthew Canny's ability to foster both internal and external partnerships exemplifies the GEO character 'partner'.

Lead ► Nurturing future leaders



••• The 2013 Future Leaders Program participants are (from left) Matthew Canny, Rory Neal, Michael Ohlin, Hanah Walton, Jeremiah Peteru, Brian Lane, Stephen Hill (facilitator), Jason White, Lynne Ngatai, Nick Mihelakos and Gary Waddell. Absent are Christopher Ritchie and Wayne Doherty.

The ongoing success of The GEO Group Australia will depend heavily on strong and inspirational leaders who can guide the company and ensure that it continues to innovate and add value.

Those leaders are identified and prepared for the challenges ahead by GEO's Future Leaders Program. In early May, 12 employees assembled in Sydney to undertake the first stage of the 2013 program.

The program is run biennially with participants either nominated by their facility or selected after submitting an expression of interest.

Staged over two years, the program is designed to equip participants with the skills and attitude required to take on senior leadership roles within GEO. It culminates in a Diploma of Management.

Each of the participants has already been recognised as an effective leader — either

through their position, their leadership of others, or the creative ideas they have presented to facilitate better corrections.

The 2013 cohort includes correctional officers, supervisors, a psychologist and a health promotions officer, which reflects the fact that leadership occurs across the company.

"Whenever you look at the attributes of successful companies, two things stand out — the first is that they have a solid product or service and the second is that they are very well led," said GEO's executive general manager human resources Pierre Langford.

"The Future Leaders Program is part of our strategy to secure our future through nurturing the very best leadership talent.

"We are fortunate that our business involves many disciplines and it is heartening to see GEO's concept of leadership embraces not just the traditional notion of the leader as holding a managerial position, but also leaders in thought and behaviour."

GEO's investment in its future through the Future Leaders Program and the contributions of the program participants typifies the GEO character 'lead'.

Deliver ► Junee celebrates 20 years

Junee Correctional Centre can lay claim to many outstanding achievements and innovations over its 20-year history and central to all of them is an unrelenting focus on service delivery.

The centre is celebrating its 20th anniversary throughout 2013 with a series of special events. The festivities got off to a great start on 19 March with a staff lunch to mark the official opening date.

After winning the initial contract to design, construct and manage the prison — a first for Australia — GEO has continued to provide correctional services through two re-bids (2001 and 2009) and two contract extensions (1998 and 2006).

Junee Correctional Centre is GEO's second longest established Australian facility and was the only outsourced prison in NSW until 2009, when Parklea Correctional Centre came under GEO's management.

Of the 261 employees at Junee Correctional Centre, 20 have worked at the centre since it opened and the members of this group were acknowledged at the March lunch for their outstanding service.

"While we strive to be innovative and to add value, our clients only appreciate our efforts in these areas when they are built on a



• • • Junee Correctional Centre staff got together on 19 March to celebrate 20 years since the facility opened.

foundation of reliable service delivery," said The GEO Group Australia's managing director Pieter Bezuidenhout.

"Over two decades Junee Correctional Centre has consistently met or exceeded its key performance indicators and extended itself beyond those parameters by developing innovative inmate programs, having a strong focus on cultural responsiveness and an extensive involvement in the local community."

The celebrations at Junee Correctional Centre will include a formal 20-year anniversary function and a general manager's dinner for the staff members who have served GEO with distinction for the entire 20 years. Festivities culminate in September with a party for all staff and their partners.

Junee's ability to deliver its core services reliably over 20 years clearly demonstrates the GEO character 'deliver'.

Measure ► Enhancing performance

Every year since 1995 the Productivity Commission — the Australian Government's independent research and advisory body — publishes its Report on Government Services (ROGS).

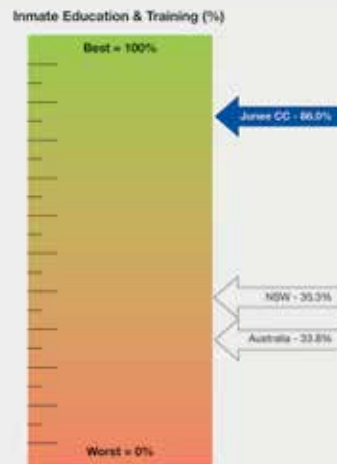
The ROGS looks at the effectiveness and efficiency of government services and an entire chapter is devoted to corrections, exploring the performance of each state and Australia as a whole.

Correctional performance is measured against a number of key indicators such as cost per prisoner per day, assaults, time out of cell and the take-up of education and training services.

Junee Correctional Centre recently undertook a comparison of its service levels against the results published in the 2012 ROGS and discovered that it performs very well against both NSW and Australian benchmarks in almost all areas.

The centre's investment in prisoner education and training is reflected in a particularly strong result in this category, while overall assaults are lower than state and national averages.

Work is underway to extend the ROGS comparison exercise to the other three Australian correctional centres under GEO management. GEO will identify



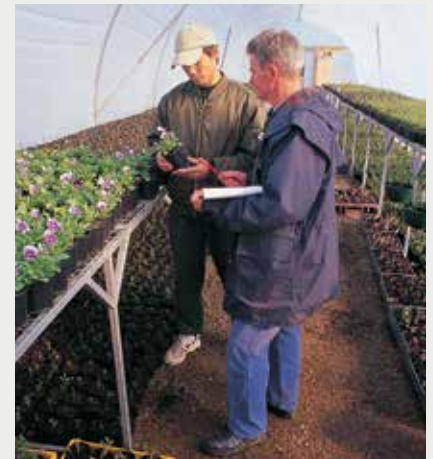
ROGS Performance 2012

the best performer in each of the ROGS categories and will use that centre as a model.

"We are used to monitoring and measuring our performance against levels set in our contracts and we do very well against these," said GEO's executive general manager risk and compliance Keith Ketheeswaran.

"However these results only tell us how we are doing in isolation and against levels set artificially and often agreed to a number of years ago.

"The ROGS exercise sees GEO measuring itself against external benchmarks. It is a great



• • • Junee Correctional Centre performs well in prisoner education and training.

comparator as it is annual, covers all of Australia, includes key measures of correctional performance and has credibility.

"Our comparison against the ROGS is indicative of a culture of evaluation. Not only do we measure how we are performing, but we use that evidence to inform our decisions and make the link between the innovations and improvements we introduce and the results these are expected to achieve."

Evaluating performance against the Productivity Commission's ROGS is an example of the GEO character 'measure'.



••• A new system at Fulham is setting high standards in prisoner case management.

Respond ► A creative solution

When Corrections Victoria revised its prisoner case management 'Service Delivery Outcomes' recently the staff at Fulham Correctional Centre recognised an opportunity to respond in a creative manner.

The Fulham team undertook to increase its efficiency in coordinating prisoner development activity by introducing a fully integrated and highly accessible information technology (IT) solution to case management.

The result is the innovative Offender Management and Development System (OMDS), which is set to deliver new standards in prisoner case management.

"Correction Victoria's new Service Delivery Outcome (SDO) 23 significantly changed the expectations on Fulham in terms of case management," said The GEO Group Australia's executive general manager operations Dom Karauria.

"Previously the focus was on the quantity of case notes, however the revised SDO23 put the emphasis on quality.

"The immediate challenge for us was the fact that the IT system at Fulham was not designed to support the data required to maintain detailed high quality case notes or allow access by different staff working throughout the centre."

Previous case management practices were based around maintaining paper-based files at a single location with input from different units that each maintained their own files. As a result, case officers often had difficulty accessing data.

The new system has digitised the entire case management process and staff from every department can now enter case notes from their work locations.

The Fulham team also ensured that the OMDS could enhance the scheduling of programs and activities for prisoners. Through the new system prisoners can now access calendars with their schedules. Centralised scheduling eliminates timetable clashes and increases prisoner responsibility for attendance at activities.

"The OMDS has certainly enhanced our ability to capture, manage and share case management information, which underpins prisoner risk assessment and the development of individual programs aimed at reducing reoffending," said Dom Karauria.

"There are plans to further develop the OMDS and we see it as a system that could readily be adopted by any Victorian correctional facility."

The energy and initiative shown by Fulham staff in developing the OMDS personifies the GEO character 'respond'.

Surviving the first six months

Ask the average person to predict the rate at which recidivists return to prison and most would say that the longer an ex-prisoner was out in the community the greater the risk, therefore the rate would rise over time.

In fact, the pattern is exactly the opposite. For many offenders, the first six months after release is the make or break period.

Studies of the reoffending rates of released prisoners reveal a common pattern — the majority fail in the first six months, but after this the rate of reoffending starts to drop off. After two years, virtually all those who are going to reoffend have already done so. This pattern has important policy and operational implications.

Most crucial is the conclusion that if you can help a released prisoner over the high-risk six-month period he stands a far better chance of surviving long-term in the community as a law-abiding citizen.

It may well be, therefore, that services which seek to divert a released prisoner or delay his exposure to high-risk settings are just as effective as those that seek to lower the overall risk of reoffending.

This is the thinking behind Parklea Correctional Centre's 'Refrain' program, which engages volunteers from the community to mentor released prisoners in the immediate post-release period. The volunteer acts as a trusted and impartial friend and someone to whom the released prisoner can turn to if he is struggling with returning to the community.

The other implication is that there may be diminishing returns (in terms of reducing crimes per dollar of service) the longer you work with released prisoners and that the work done to prepare prisoners for release — such as that undertaken by June Correctional Centre's resettlement team — will determine if a prisoner survives in the community.



••• In the first six months 33 per cent of released prisoners reoffend. This rate diminishes sharply with just three per cent of those in the community reoffending in the 18 to 24 month period.