

OFFICE OF THE
CUSTODIAL INSPECTOR
TASMANIA

Prison Surveys 2020

July 2021



About this report

This report describes the Custodial Inspector's surveys of prisoners in adult custodial centres in Tasmania, and Tasmania Prison Service staff. The surveys were conducted in 2020 and the report was completed in 2021.

It is available in print or electronic viewing format to optimise accessibility and ease of navigation. It can also be made available in alternative formats to meet the needs of people with a disability.

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1 From the Custodial Inspector

The *Custodial Inspector Act 2016* (the Act), at section 6, sets out the broad range of my functions, which include:

- carrying out a mandatory inspection of each custodial centre in Tasmania at least once every three years;
- reviewing particular issues; and
- in both instances, reporting to the responsible Minister and Parliament.

The Act defines ‘custodial centre’ as a prison within the meaning of the *Corrections Act 1997*, and a detention centre within the meaning of the *Youth Justice Act 1997*.

In Tasmania, all adult custodial centres are operated by the Tasmania Prison Service (TPS).

This document contains the results of:

- the 2020 Prisoner Survey – a survey of prisoners¹ in all adult custodial centres in Tasmania; and
- the 2020 TPS Staff Engagement Survey

undertaken by my office in 2020.

The results of these surveys will contribute to the evidence base for my inspections. They also identify particular areas of focus for my office, either during inspections or by means of review. They will also be considered in the context of my evaluating the response to the recommendations made in inspection reports – see section 26(2)(b) of the Act.

My office engaged the University of Tasmania (UTAS) School of Social Sciences to analyse the results of both surveys, and the report of that analysis is at Appendix 1.

I was pleased with the response rate for both surveys. There was an average of 638 prisoners in TPS custody over the time the 2020 Prisoner Survey was disseminated and collected. 325 surveys were collected, a response rate of 51%. The 2020 TPS Staff Engagement Survey was delivered to 571 staff, with 266 completing the survey. That is a response rate of 46.5%.

I would like to extend my thanks to the prisoners, and to the prison staff, who participated in the two surveys upon which this report is based. The information and opinions that you have provided are invaluable and hearing your voices and listening to what you have to say is essential to understanding present issues and trends, and working toward future improvements in Tasmania’s corrective services.

I also extend my thanks to Executive Officer Norm Reed and all the volunteer Family Engagement Workers of the Onesimus Foundation² who dedicated their time to disseminate and collect the 2020 TPS Prisoner Survey. As part of this, the Onesimus Foundation helped

¹ For the purposes of this report, a reference to the term *prisoner* includes people that are remanded and detained in custody.

² The Onesimus Foundation engages with prisoners to assist them to develop and nurture healthy family relationships, and build on opportunities in prison to better prepare them to return to their families and communities. See www.onesimus.org.au

my staff by assisting prisoners with literacy difficulties to complete their surveys. Members of the Foundation also volunteered countless hours to enter the survey responses from the Prisoner Survey into a central database. Without these volunteers, this survey would simply not have been possible.

Finally, I would like to thank Patrick Burton, Carmen Reid and Distinguished Professor Rob White from the Criminology Program at the School of Social Sciences, UTAS. I greatly appreciate their extensive work in analysing the survey responses to provide the UTAS report attached.

Richard Connock
Custodial Inspector

July 2021

2 The 2020 Prisoner Survey

2.1 The Prisoner Survey process

The 2020 Prisoner Survey was created by drawing from both the United Kingdom Her Majesty's Prison Inspectorate (HMPI) survey and the Western Australian Office of the Inspector of Custodial Services (OICS) survey. Survey questions were modified to reflect the Tasmanian context and additional questions were added that were not drawn from either HMPI or OICS surveys.

The survey questions cover the prisoner experience from reception through to release, along with questions about prisoners' backgrounds. The survey also provided opportunity for prisoners to express their experience, in their own words.

The prisoner survey was distributed in paper form during visits to individual prison accommodation areas on 27 and 29 October 2020, and 2, 3 and 5 November 2020. During these visits, Inspectorate staff and Onesimus volunteers explained to prisoners what the survey was for and how to complete it, and helped any prisoners who needed assistance to complete it. Completed survey forms were collected from prisoners personally.

2.2 Key findings

UTAS identified the key findings of the 2020 Prisoner Survey as follows:

- Prisoners identified that they do not receive enough assistance upon entering the prison system. They indicated there are shortfalls in specific service provision during incarceration including those pertaining to basic health needs and disabilities, through to therapeutic and rehabilitative services and programs.
- The availability of programs, education and training, and employment within the prison were of concern to prisoners. Relatively few indicated that existing programs and activities assisted them in achieving their sentence plan objectives and targets.
- Prisoners also indicated that assistance prior to release and post release was inadequate. This includes employment, accommodation, education and training, welfare, drug and alcohol support, health and mental health support, and re-connecting with family and friends.
- The quality and quantity of food received was rated poorly by the majority of prisoners, and a majority of prisoners were dissatisfied with the canteen.
- Access to recreation was considered by most prisoners to be poor.
- While the majority of prisoners agreed that most TPS staff treat them with respect, a sizeable minority did not feel they were treated with respect.
- A majority of prisoners did not know who their 'case officer' is, although over half said they knew they could turn to particular staff members if they had a problem.

- There were mixed responses in regard to encouragement for and having contact with family members, including by mail, phone and Zoom. The majority of prisoners said that it was difficult for their family and friends to attend the prison for visits.
- The issue of bullying and victimisation is prevalent, both by prisoners on other prisoners, and staff on prisoners. Most prisoners said they would not report such behaviour due to potential adverse consequences.
- Just under one third of prisoners indicated that they have developed a problem with illicit drugs and prescription medicine since they came into prison.

Inspector's commentary

These findings by UTAS were of no surprise to me. For the most part, they relate to issues previously considered, and support my own findings, in previous inspection reports.

In my *Inspection of Adult Custodial Services in Tasmania 2017: Care and Wellbeing Inspection Report*, I reported:

The increase in prisoner numbers places increased pressure on the health system, leading to longer waiting times and, in some cases, results in the health needs of prisoners not being met. This situation was strongly reflected in feedback from prisoners, who identified a lack of health care as a significant issue at all custodial centres.

Despite a range of recommendations in that report relating to health care (see recommendations 66 to 89, 120 and 121), it is disappointing that the prisoner feedback is mostly the same as it was in 2017.

Similarly, with respect to access to education and training, employment, reintegration and rehabilitative services and programs, my *Inspection of Adult Custodial Services in Tasmania 2018: Rehabilitation and Reintegration Inspection Report* identified (amongst other issues) that prisoners were experiencing long wait times for programs, with some programs only being provided to minimum security rated prisoners. Furthermore, lockdowns were impacting heavily on delivery of these services.

Case management was also considered, with my findings as follows:

...TPS does not have the capacity to meet the needs of prisoners being released. There is a systemic issue as the parameters around pre-release assistance mean that... only prisoners who are sentenced to more than six months receive assistance from planning officers.

There is a cohort of prisoners who are provided with very little, if any, pre-release assistance because they are on a sentence of less than six months, or are remand prisoners, and the responsibility falls to correctional officers. There is no supervision or monitoring of pre-release support by correctional officers. Some correctional officers provide very good pre-release support, but the inspection found most do not.

Despite my 38 recommendations relating to rehabilitation and reintegration, most of which were supported by the Department of Justice and primarily reported by DoJ as being an 'Existing Initiative', the situation remains much the same as noted in the report:

...very few programs are now delivered in TPS facilities. Frequent lockdowns are limiting access for Programs Unit staff to RPC to the extent that no programs have been delivered at RPC in the 2020 calendar year to date, and due to the unpredictability of lockdowns none are scheduled.

To add to this situation, since that report, TPS has discontinued the drug and alcohol treatment program which previously operated in the Apsley unit. It is not unexpected that the prisoner surveys indicate that insufficient and inadequate assistance is provided prior to and post release. Furthermore, given the survey responses, it appears that the existing initiatives DoJ has advised are in place to address my recommendations may not be meeting their intended purpose, and perhaps require review and improvement.

As reported in my *Inspection of Adult Custodial Services in Tasmania 2018: Custody Inspection Report*, prisoners do not formally report bullying due to fear of reprisal. The prisoner survey responses indicate that this has not changed. My recommendations in the *Custody Inspection Report* were as follows:

36. *That TPS updates the procedural documents relating to anti-bullying as a priority;*

37. *That TPS implements anti-bullying strategies in all custodial centres, covering both staff and prisoners, tailored to the specific prison environment; and*

38. *That TPS ensures that statistics of all bullying incidents are collected and maintained.*

In its response to the report, DoJ indicated that the recommendations were 'Supported – Existing Initiative' with advice that a draft policy had been developed and would be considered at the TPS Senior Management Team meeting in September 2019. In my *Annual Report 2019-20* dated October 2020, DoJ provided an update on the implementation of recommendation 36 as follows:

Consideration and development of the anti-bullying strategy continues, however was delayed due to the COVID-19 response and a period of leave undertaken by the Safer Prisons Senior Officer.

And for recommendations 37 and 38:

As per recommendation above. Noting that the Safer Prisons Senior Officer's anti-bullying strategies, specific processes and statistics will only refer to prisoners given that DOJ HR manages staff bullying in accordance with Departmental policies and procedures.

A search of the TPS intranet indicates there has been no further action by TPS with respect to the draft policy to date. Rather, three procedural documents outlined in the *Custody Inspection Report*, which were noted in August 2019 as being out of date and requiring review, are still in force.

With respect to visits, there can be no doubt that the COVID-19 pandemic response has influenced survey responses. For some prisoners and their families, the option of Zoom visits is a positive step by TPS. Other prisoners reported to my staff that there can be no replacement for seeing family and friends face to face.

Video visits were facilitated on a small scale by the Onesimus Foundation prior to the COVID- 19 pandemic. When the pandemic response resulted in Tasmanian prisons being locked down entirely, TPS introduced Zoom visits on a larger scale. Face to face visits have now resumed and the option for Zoom visits has continued. Onesimus continues to support families to book visits and use Zoom. For prisoner families in the north and north west of Tasmania particularly, Zoom visits provide an alternative to travelling long distances and many prisoners reported how good it was to see family members and pets in their home environment.

3 The 2020 TPS Staff Engagement Survey

3.1 The Staff Engagement Survey process

The TPS Staff Engagement Survey was initially undertaken in preparation for my inspection against the Resources and Systems themed standards in *Inspection Standards for Adult Custodial Centres in Tasmania* in 2019.

The survey was developed in conjunction with the consultant for the inspection, Ms Belinda Beltz, and comprised questions largely focussed on employee engagement. The inspection team used the survey results to identify commonalities, patterns or themes across responses, indicating the existence of potential systemic issues. The survey was used as a qualitative research tool to gain an understanding of TPS staff thoughts, opinions and motivations in order to identify specific areas of focus for the onsite inspection.

The 2020 TPS Staff Engagement Survey consisted of questions identical to those in the survey undertaken in 2019, with both being undertaken using Survey Monkey. The survey was open from 28 September 2020 through to 16 October 2020, with correctional officers (COs) and non correctional staff at TPS being invited to participate.

3.2 Key findings

UTAS identified the key findings of the 2020 Staff Engagement Survey as follows:

- The provision of relevant, quality pre-service (recruit stage) and in-service training (including on a continuous basis) was identified as an issue of concern by the majority of prison staff.
- There appeared to be an unhealthy disconnection between staff on-the-ground and the TPS leadership and management team, with a sizeable proportion (63% of respondents) of staff indicating low levels of confidence in TPS management, not feeling supported by management, and perceiving a general lack of consultation by management.
- A majority of staff members, however, do feel that their manager demonstrates an interest in their health and wellbeing, although there were mixed responses to questions about the technical expertise and leadership skills of managers, and whether managers recognise when staff perform a job well.
- Mixed results were also evident in responses to questions about health and wellbeing generally. A strong majority of staff were happy at their workplace, but nearly half also said that they did not feel valued at work for their contribution. Most felt that their workload was reasonable and that overtime shifts were distributed equally and fairly.
- Comments accompanying the survey indicated a number of perceived issues affecting staff within the TPS – the foremost of these being cronyism and nepotism, bullying and harassment amongst workers, covering up of the failings of the TPS, and staff feeling that they have been treated negatively in the course of their work.

- The professionalism of TPS staff was affirmed in the observations about how they pulled together as a team when an incident or operational situation arose; there was also recognition that support for staff was provided within the TPS and among staff themselves, and that communication of specific information was generally well done.

Inspector's commentary

As with the 2020 Prisoner Survey, the UTAS findings for the 2020 Staff Engagement Survey are unsurprising and for the most part, were considered in detail in my *Inspection of Adult Custodial Services in Tasmania 2019: Resources and Systems Inspection Report*.

While the provision of training was noted by some staff as something TPS does really well in the 2020 Staff Engagement Survey, the majority indicated "training of a higher quality offered more regularly" was something that TPS could do better.

The *Resources and Systems Inspection Report* identified the following issues with respect to staff training:

- Ongoing development and training of staff appears to be minimal, with the training focus largely being on the initial training provided to correctional officers on recruitment;
- The currency of mandatory training for correctional staff is an area of particular concern;
- Mandatory annual respectful workplace behaviour training needed to be implemented to meet the requirements of Inspection Standard 135.5;
- Feedback about training and development, to be analysed in respect of value and opportunities for improvement in course content, is not sought from facilitators or staff participants; and
- Managers and employees consistently reported great frustration that training requirements identified during the Professional Development Plan (PDP) process are not approved for funding, with no feedback being provided to staff as to why.

During the inspection, correctional staff also expressed concerns about the intention to condense the duration of recruit schools from 12 weeks to ten weeks in 2020.

My recommendations in that report (specifically 18 to 20) were supported by the DoJ as 'Supported – Existing Initiative' with advice that a new training delivery schedule was being developed, as was an additional eLearning product covering the subject of respectful workplace behaviour. With respect to obtaining feedback about training, DoJ advised that TPS was undertaking further work to improve its process.

Generally though, it seems that staff perceptions relating to training remain unchanged. These perceptions may be influenced by recruit schools facilitated in 2020. While my *Resources and Systems Inspection Report* noted that TPS was delivering training that is compliant with the national training package as required by Inspection Standard 135.2, this was not the case with two of the recruit schools facilitated in 2020. This is because there was no Memorandum of Understanding (MOU) between TasTAFE (the registered training organisation) and TPS for the delivery of the Certificate III in Correctional Practice. This

situation created uncertainty for staff, and brought into question the quality of training and the safety of placing the recruits on post in the prison. I am advised that a new MOU is now in place, and that these recruits have now been taken 'off the floor' of the prisons and are currently completing their Certificate III course in Correctional Practice. Additionally, there can be no doubt that there is a financial implication for TPS with respect to having these recruits complete the Certificate III subsequent to their recruit school and commencing active duties as correctional officers.

With respect to an indication throughout the Staff Engagement Survey of low levels of confidence in TPS management, not feeling supported by management, and perceiving a general lack of consultation by management, it appears that little has changed since the *Resources and Systems Inspection Report* which stated:

The results from the employee survey completed by TPS staff pre-inspection were not complementary in respect of staff views about management and leadership. The feedback provided during staff interviews at inspection was also consistently negative, mainly in respect of senior management.

The UTAS findings relating to nepotism, bias and bullying are similar to those outlined in the *Resources and Systems Inspection Report* where I reported:

- There was a clear sense from staff of nepotism and bias in the TPS in relation to opportunities for recruitment and advancement, in particular family members of existing staff being appointed to TPS positions; and
- The pre-inspection survey identified staff concerns about bullying, which were confirmed to be a significant issue at the onsite inspection. A substantial number of allegations raised with the inspection team were associated with bullying and intimidation and, if true, would be considered inappropriate workplace behaviour. Many staff said that they felt unsupported by management and Human Resources (HR) to raise issues formally due to fears of repercussion, reprisal and/or inaction.

The survey results indicate that, unfortunately, staff perceptions about nepotism, bias and bullying have not changed since the 2019 survey.

Abbreviations

CO	Correctional Officer
DoJ	Department of Justice
HR	Human Resources
MOU	Memorandum of Understanding
PDP	Professional Development Plan
TPS	Tasmania Prison Service
UTAS	The University of Tasmania
Non Correctional Staff	Non uniform staff who provide services such as programs, therapeutics, administration, sentence management and preparation for release

The UTAS Report

Tasmanian Custodial Inspector Prisoner and Prison Staff Surveys 2020



May 2021

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Preface

This report was prepared by Patrick Burton, Carmen Reid and Distinguished Professor Rob White from the School of Social Sciences at the University of Tasmania. The work undertaken by this team from the criminology program at UTAS was to provide descriptive analyses of the findings in the surveys – prisoners and prison staff – and organisation of the information for presentation purposes.

List of Acronyms

CO	Correctional Officer
CPHS	Correctional Primary Health Service
CSU	Crisis Support Unit
DRT	Dedicated Response Team
DSO	Director's Standing Orders
EAP	Employee Assistance Program
HRP	Hobart Reception Prison
IOM	Integrated Offender Management
LRP	Launceston Reception Prison
MATES	Mates Are There for Encouragement and Support program
MHWP	Mary Hutchinson Women's Prison
NGO	Non-Government Organisation
OOCH	Out of cell hours
PA	Public Address System
RBP	Ron Barwick Prison
RPC	Risdon Prison Complex
RTW	Return to work
SI	Superintendent
SMT	Senior Management Team
SOP	Standard Operating Procedures
TPS	Tasmania Prison Service
VRC	Visitor Reception Centre
WC/WCC	Workers compensation/Workers compensation claim

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Executive Summary

The report provides findings from the 2020 Custodial Inspector's surveys of prisoners and prison staff in Tasmania, focusing on issues affecting where they live and work. Prisoner numbers have been increasing steadily in recent years, putting significant pressure on the institution and those within it.

The 2020 Prisoner Survey

The 2020 Prisoner Survey is the first survey of prisoners in Tasmania Prison Service (TPS) facilities. The survey will be conducted bi-annually and intends to give voice to those in the system and to provide a snapshot of prisoner experiences within the TPS. The prisoner survey was created by drawing from both the United Kingdom Her Majesty's Prison Inspectorate (HMPI) survey and the Western Australian Office of the Inspector of Custodial Services (OICS) survey. Survey questions were modified to reflect the Tasmanian context and additional questions were added that were not drawn from either HMPI or OICS surveys.

The survey consisted of nineteen sections, covering all aspects of prisoners' experiences: 'Background information'; 'Arrival and reception'; 'First night and induction'; 'Your unit / division'; 'Relationships with staff'; 'Faith'; 'Contact with family and friends'; 'Time out of cell'; 'Requests, complaints and legal rights'; 'Health care'; 'Other support needs'; 'Alcohol and drugs'; 'Safety'; 'Behaviour management'; 'Education, skills and work'; 'Planning and progression'; 'Preparation for release'; 'Overall' and 'More about you.'

The survey was disseminated to prisoners who agreed to complete it across all TPS facilities in Tasmania. This includes Launceston Reception Prison (LRP), Hobart Reception Prison (HRP), Ron Barwick Prison (RBP), Risdon Prison Complex (RPC) and Mary Hutchinson Women's Prison (MHWP). The survey was not provided to those residing in the Wilfred Lopes Centre as this centre is under the jurisdiction of the Tasmanian Health Service (THS).

Of the prisoners, 84% of the sample were male and 15% (45) were female. Two individuals identified as non-binary and one other misinterpreted the question, indicating that they were bisexual.

Three-hundred and fourteen prisoners indicated their age. The greatest number of prisoners (26%) were aged between 30 and 39 years of age, followed by those aged 40-49 years (19%). Prisoners aged 21-25 and 26-29 years comprised 15% of respondents, prisoners aged between 50-59 years comprised 10% and 7% of prisoners were under 21. The remaining 8% fell between 60-69 years (4%, 12) and 70 years or older (4%, 12).

Three-hundred and ten prisoners indicated their ethnic group. Of these, the majority self-identified as white (75%), 17% as Aboriginal and Torres Strait Islander (A&TSI) (54), 2% (7) of prisoners indicated that they identified as both white and Aboriginal or Torres Strait Islander and 1% as Asian (4). The remaining 4% of responses included identifications as Tasmanian (2), prisoners who said that they belong to multiple, undisclosed ethnic groups (2), single identifications as Muslim, African, Italian, Mediterranean, South African, Lebanese, Muslim, Polynesian and one 'Don't identify' response.

Two-hundred and ninety-eight prisoners indicated their history of incarceration. Sixty-seven percent of prisoners were incarcerated on a subsequent occasion, while 33% were incarcerated on their first occasion. Of 311 prisoners, the majority of the sample had been incarcerated for more than six months (71%), as opposed to less than six months (29%). Three-hundred and thirteen prisoners specified the status of their incarceration. Seventy-three percent were serving sentence, 24% were on remand, and the remaining 3% (9) were incarcerated due to having their parole revoked. Three-hundred and five prisoners indicated the length of their sentence, of which seventeen percent were not serving sentence. Of the 252 prisoners who were serving sentence, 35% were serving one to less than four years, 27% were serving four to less than 10 years, 12% were serving six months to less than one year, 10% under six months and 8% (19) 10 to under 20 years or 20 years or more (20). One remaining prisoner indicated that they had an indefinite release.

Of 295 prisoners, at the time of survey conduction, forty percent were medium security rated, followed by minimum security rated prisoners (34%) and maximum security rated prisoners (25%). One prisoner indicated that they did not know their security level.

The 2020 Staff Engagement Survey

The 2020 Staff Engagement Survey is a replication of a survey undertaken during the 2019 Resources and Systems Inspection completed by the Office of the Custodial Inspector Tasmania. The survey was constructed in 2019 by an expert consultant contracted by the Custodial Inspector's Office. The survey includes questions on a range of topics relevant to individuals' respective roles at TPS, including the expectations and entitlements of TPS job roles, the training and development of staff, the abilities and practices of the management and supervision teams, the safety and wellbeing of staff, workload and job satisfaction.

The survey consisted of nine sections, as a whole encompassing all aspects of the role: 'General'; 'Workplace culture, leadership and operational management'; 'Staff grievances'; 'Performance, training and development'; 'Work environment'; 'Hours of work'; 'Workers Compensation and sick leave'; 'What do we do well?' and 'What could we do better?'

The TPS Staff Survey was conducted online through survey platform Survey Monkey. The survey was disseminated to all TPS staff via a link sent to their Department of Justice email address. The TPS Staff Engagement Survey received responses from 266 staff members.

Analysis of the Survey Findings

The survey data consisted of both quantitative (that is, numbers) and qualitative (that is, comments) information. Analysis of the quantitative findings consisted of counting the number of responses to each question posed that had pre-set answers. The qualitative data relates to the open-ended comments made by prisoners and prison staff in response to specific questions. These comments were gathered together and grouped on the basis of emerging themes. To enhance interpretation of the data, several prisoner surveys were selected as 'case studies' in order to illustrate how particular individuals responded to the survey questions and the issues raised therein. Case studies in relation to TPS staff members were not compiled.

Key Findings

The findings of each survey indicate a number of recurring issues within the TPS that range from the relatively minor to the more serious. Some issues, such as those surrounding food, are magnified within a prison context due to the nature of the setting itself.

For *prisoners*, the key issues include:

- Not receiving enough assistance/service provision upon entering the prison system, which is then reflected in shortfalls in specific service provision during incarceration including those pertaining to basic health needs (doctors, dentists) and disabilities (physical, mental), through to therapeutic and rehabilitative services and programs (education, training).
- The availability of programs, training and jobs within the prison were of concern to prisoners, and relatively few indicated that existing programs and activities assisted them in achieving their sentence plan objectives and targets.
- Assistance prior to release and post release was insufficient and inadequate, extending across areas such as employment, accommodation, education and training, welfare, drug and alcohol support, health and mental health support, and re-connecting with family and friends.
- The quality and quantity of food received was rated poorly by the majority of prisoners, and a majority of prisoners were dissatisfied with the canteen.
- Access to recreation was considered by most prisoners to be poor.
- While the majority of prisoners agreed that most TPS staff treat them with respect, a sizeable minority did not feel they were treated with respect. Moreover, it is notable that a majority of prisoners did not know who their 'case officer' is, although over half of the prisoners did say they knew they could turn to particular staff members if they had a problem.
- There were mixed responses in regards to encouragement for and having contact with family members, including by mail, phone and Zoom. The

majority of prisoners said that it was difficult for their family and friends to attend the prison for visits.

- The issue of bullying and victimisation is prevalent – with prisoners reporting varying degrees of verbal abuse, threats or intimidation, physical assault, theft of property and sexual assault. Most prisoners would not report such behaviour due to potential adverse consequences. There were also indications of bullying and victimisation of prisoners by TPS staff.
- An important finding is the view among just under one third of prisoners that they have developed a problem with illicit drugs and prescription medicine since they came into prison.

For *prison staff*, the key issues include:

- The provision of relevant, quality pre-service (recruit stage) and in-service training (including on a continuous basis) was identified as an issue of concern by the majority of prison staff.
- There appeared to be an unhealthy disconnection between staff on-the-ground and the TPS leadership and management team, with a sizeable proportion of staff indicating low levels of confidence in TPS management, not feeling supported by management, and perceiving a general lack of consultation by management.
- A majority of staff members, however, do feel that their manager demonstrates an interest in their health and wellbeing, although there were mixed responses to questions about the technical expertise and leadership skills of managers, and whether managers recognise when staff perform a job well.
- Mixed results were also evident in regards responses to questions about health and wellbeing generally. A strong majority of staff were happy at their workplace, but nearly half also said that they did not feel valued at work for their contribution. Most felt that their workload was reasonable and that overtime shifts were distributed equally and fairly.
- Comments accompanying the survey indicated a number of perceived issues affecting staff within the TPS – the foremost of these being cronyism and

nepotism, bullying and harassment amongst workers, covering up of the failings of the TPS, and staff feeling that they have been treated negatively in the course of their work.

- The professionalism of TPS staff was affirmed in the observations about how they pulled together as a team when an incident or operational situations arose; there was also recognition that support for staff was provided within the TPS and among staff themselves, and that communication of specific information was generally well done.

What the results of both surveys convey is that there are diverse views and mixed opinions regarding the operations of the Tasmania Prison Service, both as a place to live (for prisoners) and a place to work (for prison staff).

The social characteristics and backgrounds of those imprisoned (for example, intellectual disability, acquired brain injury and/or mental health problems) will also influence perceptions and experiences of and by prisoners and prison staff alike. For example, 'acting out' behaviour may be misconstrued by someone without training in trauma-informed care as 'bad' behaviour rather than a 'cry for help' or behaviour beyond the conscious control of the person exhibiting it.

This does not diminish the importance of the specific issues which various parties raise in their comments and their responses to specific survey questions. However, interpreting the survey results requires an understanding of who is there and why (including diverse staff).

It also requires sensitivity to the ways in which individuals experience and respond to prisons as *total institutions*. Security and rehabilitative objectives within highly restrictive and controlled environments shape the everyday interactions between prisoners, between staff, and between prisoners and staff in particular ways.

Frequent lockdowns, for example, have an impact on prisoners' programs, routines and life opportunities (for example, cutting programs short, limiting mobility within the prison, curtailing family visits). They also impact prison staff in regards formal operational tasks, perceptions of safety, and interactions with each other, including managers.

1.0 Introduction

Prisons constitute a part of society which is foreign to many of those on the outside. It is a place where substantial resources are dedicated to the containment of people, and officers are trained in the use of force and have a responsibility to maintain the good order and security of the institution. It is also a place which according to the 'Vision and Purpose' of Tasmania Prison Service is to:

Improve the lives of those committed to our care and to deliver social and economic benefits to the Tasmanian community. Our mission is to contribute to a safer Tasmania by providing a safe, secure and constructive environment for prisoners, encouraging them to address their offending behaviour, leading to rehabilitation, personal development and safer communities. Currently the TPS is working through a Change Program that concentrates on continual improvement, development of processes, and implementation of cultural change (Department of Justice, 2021).

The nexus of these two broad philosophies – containment and rehabilitation – is potentially where offering prisoners an opportunity for personal development may also impact issues such as recidivism (the rate at which those released from prison reoffend and are reincarcerated).

Tasmania Prison Service (TPS)

Tasmania has five adult prisons located in Hobart and Launceston: Hobart Reception Prison (HRP) and Launceston Reception Prison (LRP) located in their respective CBD areas and Ron Barwick Prison (RBP), the Risdon Prison Complex (RPC) and Mary Hutchinson Women's Prison (MHWP) all located in the suburb of Risdon Vale in Hobart.

Hobart Reception Prison (HRP) and Launceston Reception Prison (LRP)

- These prisons cater for people new to the system, requiring protection or attending court.

Ron Barwick Prison (RBP)

- This facility houses male prisoners of minimum and medium-low security classification and includes the O'Hara Cottages.

Risdon Prison Complex (RPC)

- This facility houses male prisoners of medium and maximum security classification.

Mary Hutchinson Women's Prison (MHWP)

- This facility houses female prisoners of all security classifications.

The Ron Barwick Prison (RBP) houses minimum and medium-low security rated prisoners. It is organised into Division 1, 2, 3, 4, 5, 6 and 7.

The O'Hara Cottages are minimum security independent living units located on the TPS property at Risdon Vale. These units house minimum security rated individuals who were previously in RBP and have demonstrated good behaviour. They are designed to be, but are not currently used as, independent living units located near RBP on the TPS property.

The Risdon Prison Complex houses male medium and maximum security rated prisoners in separately contained areas. The medium security units include:

- Burbury
- Rowallan
- Kara
- Barrington
- Rosebery
- Gordon
- Sorell

The maximum security units include:

- Apsley
- Derwent A
- Derwent B
- Huon
- Mersey

- Tamar
- Franklin
- Inpatients
- Crisis Support Unit (CSU)

The Mary Hutchinson Women's Prison houses female prisoners of all security levels as follows:

- Vanessa Goodwin Units (VGU) – minimum security
- Hartz – medium security
- Wellington – maximum security

The VGU units opened in late 2018 and include general living units as well as a 5-bed mother-baby unit. The mother-baby unit allows approved female prisoners who give birth whilst in MHWP or soon before entering custody to live with their child in prison, until the child is 2 years old.

Tasmanian Prison Staff

Correctional Officers (CO)

COs are involved in the daily security and function of the prison. They are stationed at the gatehouse of each prison area and within prison areas and units. They ensure the security of prisoners and the prison, provide daily services to prisoners, transport prisoners between prison areas and assist other TPS staff and non-government organisation (NGO) staff to meet with prisoners. COs are not required to possess any formal tertiary education but complete a 10-week training course to receive their qualification.

Integrated Offender Management (IOM)

The IOM team provide therapeutic, rehabilitative and reintegration focused interventions and case management. IOM staff members consist of psychologists, counsellors, planning officers, case managers, liaison officers, reintegration and transition consultants. Most professionals in this area hold tertiary educational qualifications in their respective areas of specialisation.

Dedicated Response Team (DRT)

The DRT is a team of correctional officers who are specifically trained and equipped to effectively and efficiently respond to emergency codes and incidents within the prison.

The DRT's functions are:

- first response to all emergency codes within the TPS facilities
- conducting planned and targeted security operations including targeted substance testing and targeted searching of prisons and prisoners
- to support unit staff in non-routine instances, to manage the relocation of non-compliant or high security prisoners in a safe and secure manner, where it would be unreasonable or unsafe for unit staff to manage.

Correctional Primary Health Service staff (CPHS)

Tasmanian Health Service staff, including doctors and nurses, work in health clinics that operate within each prison facility.

Wilfred Lopes Centre is a forensic mental health facility for prisoners with serious and complex mental health issues. The centre is located near the Risdon Prison site but is a separate facility run by the Tasmanian Health Service.

The 2020 Prisoner Survey

The 2020 Prisoner Survey is the first survey of prisoners in Tasmania Prison Service (TPS) facilities. The survey will be conducted bi-annually and intends to give voice to those in the system and to provide a snapshot of prisoner experiences within the TPS. The prisoner survey was created by drawing from both the UK Her Majesty's Prison Inspectorate (HMPI) survey and the Western Australian Office of the Inspector of Custodial Services (OICS) survey. Survey questions were modified to reflect the Tasmanian context and additional questions were added that were not drawn from either HMPI or OICS surveys.

The survey consisted of nineteen sections, covering all aspects of prisoners' experiences: 'Background information'; 'Arrival and reception'; 'First night and induction'; 'Your unit / division'; 'Relationships with staff'; 'Faith'; 'Contact with family and friends'; 'Time out of cell'; 'Requests, complaints and legal rights'; 'Health care';

'Other support needs'; 'Alcohol and drugs'; 'Safety'; 'Behaviour management'; 'Education, skills and work'; 'Planning and progression'; 'Preparation for release'; 'Overall' and 'More about you.'

The survey was disseminated to prisoners who agreed to complete it across all TPS facilities in Tasmania. This includes Launceston Reception Prison (LRP), Hobart Reception Prison (HRP), Ron Barwick Prison (RBP), Risdon Prison Complex (RPC) and Mary Hutchinson Women's Prison (MHWP). The survey was not provided to those residing in the Wilfred Lopes Centre as this centre is under the jurisdiction of the Tasmanian Health Service (THS).

Staff from the Office of the Custodial Inspector and volunteers from the Onesimus Foundation attended all areas of Risdon Prison across two days, to initially disseminate the surveys. The TPS Prisoner Survey was provided in hard copy to all prisoners in Tasmania Prison facilities who agreed to complete the survey. A caveat includes some prisoners who may not have had the opportunity to complete the survey as they were serving at their prison job or had other appointments on the multiple occasions that the surveys were distributed.

In RPC medium, Custodial Inspectorate staff and Onesimus volunteers set up tables and chairs and provided surveys to prisoners who showed interest in completing the survey. Prisoners either completed surveys on the day at that time, took a survey to complete in their own time or, if exhibiting literacy difficulties, were aided in their completion of the survey by Custodial Inspectorate staff and Onesimus volunteers.

In RPC maximum security areas, Custodial Inspectorate staff and Onesimus volunteers aided prisoners to complete their surveys by filling out the survey form for them. This occurred due to prisoners being in lockdown at the time the survey was being conducted.

Risdon Prison areas RPC and RBP were visited by Custodial Inspectorate staff and Onesimus volunteers on subsequent occasions to collect surveys. On these occasions, prisoners who had not received the survey were provided with one and these surveys were collected several days later.

Once collected, all surveys were individually entered into an online Google Forms survey form that replicated the physical survey provided to prisoners. Both quantitative and additional qualitative comments were entered in the Google Docs

form, as well as any ambiguous responses (for example, where a quantitative response fell between two separate answer categories on the survey and where the meaning of qualitative responses was not initially understood). The TPS prisoner survey received responses from 325 prisoners. Not all questions were answered by each prisoner, therefore the number of respondents to each question is lower than the total number of respondents.

The 2020 Staff Engagement Survey

The 2020 Staff Engagement Survey is a replication of a survey undertaken during the 2019 Resources and Systems Inspection completed by the Office of the Custodial Inspector Tasmania. The survey was constructed in 2019 by an expert consultant contracted by the Custodial Inspectors Office. The survey includes questions on a range of topics relevant to individuals' respective roles at TPS, including the expectations and entitlements of TPS job roles, the training and development of staff, the abilities and practices of the management and supervision teams, the safety and wellbeing of staff, workload and job satisfaction. The survey consisted of nine sections, as a whole encompassing all aspects of the role:

- 'General'
- 'Workplace culture, leadership and operational management'
- 'Staff grievances'
- 'Performance, training and development'
- 'Work environment'
- 'Hours of work'
- 'Workers Compensation and sick leave'
- 'What do we do well?' and
- 'What could we do better?'

The TPS Staff Survey was conducted online through survey platform Survey Monkey. The survey was disseminated to all TPS staff via a link sent to their Department of Justice email address. The TPS Staff Engagement Survey received responses from 266 staff members. Some questions were answered by all the responding staff. However, other questions did not receive responses/answers from

the total sample. Where this has occurred, the number of respondents is mentioned. Survey respondents comprised 69% (184) uniform staff and 31% (82) non-uniform staff members.

Analysis of the survey findings

The survey data consisted of both quantitative (that is, numbers) and qualitative (that is, comments) information. Analysis of the quantitative findings consisted of counting the number of responses to each question posed that had pre-set answers. Data sets were summarised in Microsoft Excel in order to obtain the count and percentages of respondents who answered the questions with a particular response. Graphs were created to show the responses to specific quantitative categorical questions.

The qualitative data relates to the open-ended comments made by prisoners and prison staff in response to specific questions. These comments were gathered together and grouped on the basis of emerging themes. A full list of responses is contained in the Appendixes.

To enhance interpretation of the data, several prisoner surveys were selected as 'case studies' in order to illustrate how particular individuals responded to the survey questions and the issues raised therein. Case studies in relation to TPS staff members were not compiled.

The majority of questions in the Staff Engagement Survey were set on a Likert scale that included responses such as 'strongly agree', 'agree', 'neutral', 'disagree', and 'strongly disagree.' However, the 'neutral' response was generally unhelpful as its meaning was not specifically defined to or by respondents, making it impossible for those conducting data analysis to interpret the meaning of these answers. As with the Prisoner Survey, there were several open-ended questions that allowed free comment in the Staff Engagement Survey. These have likewise been collated and included in the Appendixes.

For reporting purposes, the Prisoner Survey findings largely follow the format of the original survey. For ease of presentation, the findings of the Staff Engagement Survey were organised into four key thematic sections that include:

- 'Role expectations and entitlements'

- 'Training, performance and development'
- 'Management and supervision' and
- Job wellbeing (which includes the sub-categories of 'Job satisfaction'; 'Workload'; 'Safety and Support'; 'Workplace grievance resolution' and 'Workers' compensation').

2.0 Prisoner survey

Introduction

This section of the report presents the findings from the *Prisoner Survey* administered in 2020. The full list of questions can be found in the survey instrument which is provided in the Appendixes. For presentation purposes, not all specific questions are reproduced in full although the general themes and findings are presented in their entirety below and in the Appendixes.

A profile of the prisoners

Sample characteristics

Of the prisoners, 84% of the sample were male and 15% (45) were female. Two individuals identified as non-binary and one other misinterpreted the question, indicating that they were bisexual. Three-hundred and fourteen prisoners indicated their age. The greatest number of prisoners (26%) were aged between 30 and 39 years of age, followed by those aged 40-49 years (19%). Prisoners aged 21-25 and 26-29 years comprised 15% of respondents, prisoners aged between 50-59 years comprised 10% and 7% of prisoners were under 21. The remaining 8% fell between 60-69 years (4%, 12) and 70 years or older (4%, 12). Three-hundred and ten prisoners indicated their ethnic group. Of these, the majority self-identified as white (75%), 17% as Aboriginal and Torres Strait Islander (A&TSI) (54), 2% (7) of prisoners indicated that they identified as both white and Aboriginal or Torres Strait Islander and 1% as Asian (4). The remaining 4% of responses included identifications as Tasmanian (2), prisoners who said that they belong to multiple, undisclosed ethnic groups (2), single identifications as Muslim, African, Italian, Mediterranean, South African, Lebanese, Muslim, Polynesian and one 'Don't identify' response.

Two-hundred and ninety-four prisoners indicated the location in which they lived prior to incarceration. The majority of the sample showed that prisoners were from Tasmania (98%). Of these, 44% were from Southern Tasmania, 24% from Northern Tasmania, and 18% from North West Tasmania. A small number of prisoners indicated that they were from the East Coast (2%, 7) and central midlands areas of Tasmania (3%, 8). Three percent of prisoners indicated that, before coming to

prison, they resided in areas interstate. These include Victoria (2), Queensland (2), Western Australia (1) and an undisclosed interstate area (1). The remaining 5% (16) of prisoners indicated that they are from multiple areas of Australia, from which their primary location of residence was unable to be determined. This includes 2% (6) from both Southern Tasmania and Northern Tasmania.

History of incarceration, sentence and security classification

Two-hundred and ninety-eight prisoners indicated their history of incarceration. Sixty-seven percent of prisoners were incarcerated on a subsequent occasion, while 33% were incarcerated on their first occasion. Of 311 prisoners, the majority of the sample had been incarcerated for more than six months (71%), as opposed to less than six months (29%). Three-hundred and thirteen prisoners specified the status of their incarceration. Seventy-three percent were serving sentence, 24% were on remand, and the remaining 3% (9) were incarcerated due to having their parole revoked. Three-hundred and five prisoners indicated the length of their sentence, of which seventeen percent were not serving sentence. Of the 252 prisoners who were serving sentence, 35% were serving one to less than four years, 27% were serving four to less than 10 years, 12% were serving six months to less than one year, 10% under six months and 8% (19) 10 to under 20 years or 20 years or more (20). One remaining prisoner indicated that they had an indefinite release. Of 295 prisoners, at the time of survey conduction, forty percent were medium security rated, followed by minimum security rated prisoners (34%) and maximum security rated prisoners (25%). One prisoner indicated that they did not know their security level.

Three-hundred and fifteen prisoners indicated the prison area in which they were housed. At the time of survey completion, 44% of these prisoners were housed in RPC. Of the 283 prisoners who specified the unit in which they were located, 55% of these prisoners were in RPC medium and 45% in RPC maximum areas. Thirty-six percent of prisoners were located in RBP (including 4% (11) in the O'Hara Cottages), 15% in MHWP (including 3% (9) prisoners in VGU), 3% (9) in HRP and 2% (6) in LRP. Two-hundred and eighty-three prisoners indicated the specific unit in which they were housed. In RPC medium, this included the following: Rowallan (14), Gordon (12), Barrington (11), Rosebery (10), Sorell (9), Burbury (6) and Kara (9). In RPC maximum, this included: Derwent B (17), Derwent A (15), Huon (13), Mersey

(6), Apsley (6), Tamar (1) and CSU (1). One prisoner indicated that they were located in the Inpatients unit. The prison area where this prisoner was located before moving to inpatients or the area that this prisoner would have been located after leaving the Inpatients unit could not be determined, given that this prisoner may have been placed in the inpatients unit upon arriving to Risdon Prison. For those prisoners who indicated the unit in which they were housed in RBP, this included: Division 1 (16), Division 3 (16), Division 7 (14), Division 5 (13), Division 2 (12), Division 6 (12) and Division 4 (11). Finally, in MHWP, prisoners were located in: Hartz (17), Wellington (12), VGU (9) and Hartz Secure (3).

Prisoner experiences

Arrival to prison and reception

Question 2.1

Of three-hundred and fourteen respondents to this question, over half (58%) indicated that they spent less than a week in the reception prison in their area (HRP or LRP). The remaining prisoners (34%) stated that they spent more than a week in either facility, and 7% did not remember the length of their stay. Upon arrival to a reception prison, individuals are searched in order to locate and seize any prohibited items. The majority of prisoners (68%) agreed that they were searched in a respectful manner. However, 32% indicated that they felt as though they were not searched respectfully.

Question 2.3

Three-hundred and twelve prisoners indicated that, in majority, they were treated well at their respective reception prison (63%). Of these, most prisoners said that they were treated quite well (41%), followed by very well (22%). Twenty-seven percent of prisoners saw their treatment as negative, with most saying that they were treated quite badly (21%), followed by very badly (6%). The remaining responses involved prisoners who said that they did not remember (8%) and three prisoners (1%) who identified a new value for their treatment; 'average' that fell between well and badly.

Question 2.4

Prisoners were asked about the problems that they experienced when first entering prison. A list of potential problems was provided to prisoners, with which they

identified. These included issues surrounding family, physical and mental health, employment and finance among others. Three-hundred and fifteen prisoners responded to the question. If prisoners ticked one box or more for a particular problem and then also ticked 'I did not have any problems', it was assumed that the prisoner was reporting that they experienced the problem or problems identified, as opposed to not having experienced any problems when arriving in prison. In line with this, the selection of no problems was removed from the data set before calculating frequencies. Only 5% of prisoners reported that they did not have any problems upon arrival to prison. The majority of responding prisoners (59%) indicated that they experienced feelings of depression and over half of prisoners (55%) reported that they had drug or alcohol issues.

Nearly half of all prisoners (48%) reported that they had difficulty getting the phone numbers of family or friends and encountered problems with obtaining medication (47%). Forty-three percent of prisoners had issues contacting family, 38% cite mental health issues other than depression and suicidality and 36% said that they had worries surrounding money. Twenty-nine percent of prisoners reported that they were experiencing problems regarding their physical health and their housing, 21% of prisoners reported feeling suicidal and 20% indicated that they were experiencing problems other than those listed. Fifteen percent of prisoners reported that they encountered lost or delayed property upon entering prison, 13% required protection from other prisoners, 11% experienced issues with arranging care for children or other dependents and 8% had problems contacting their employers.

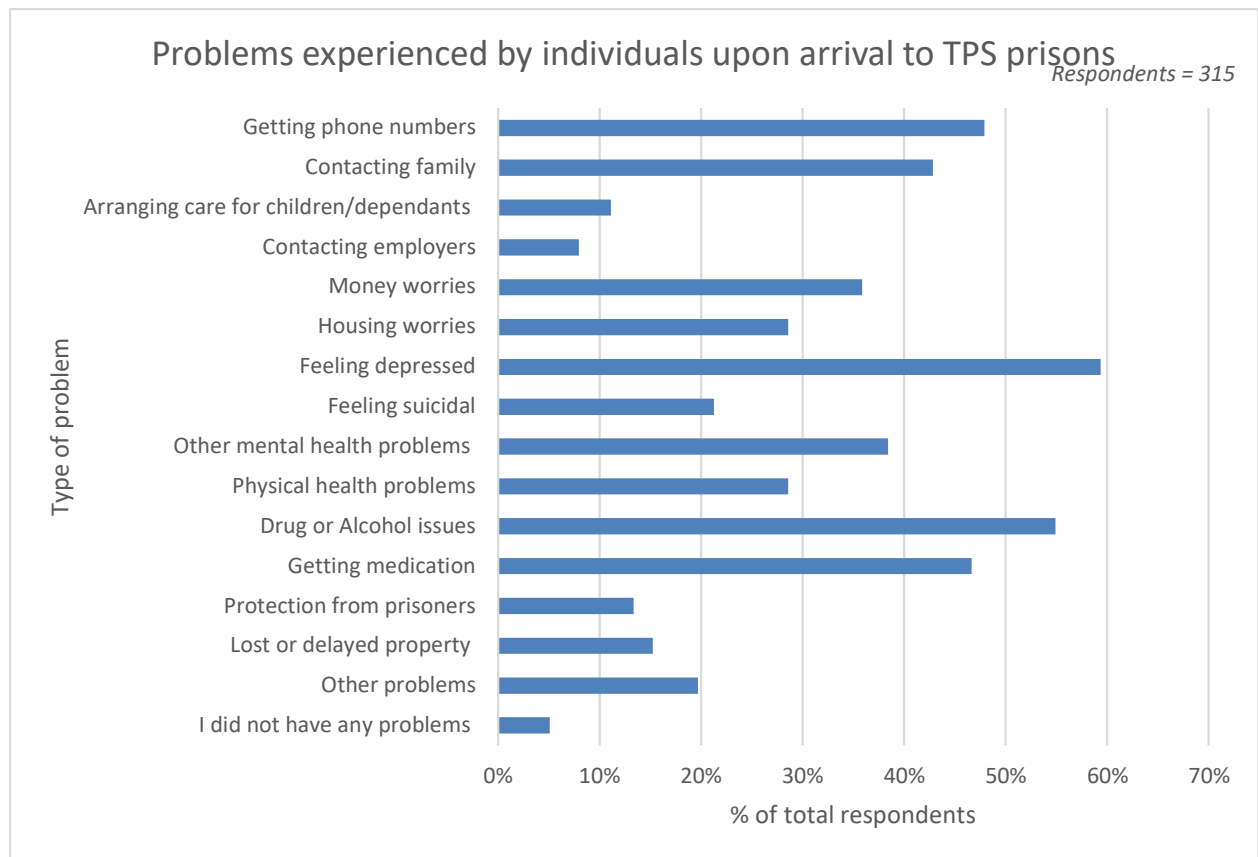


Table 2.1 – Problems experienced by individuals when entering TPS prisons

Question 2.5

Three-hundred and twelve prisoners answered the question, “*Did staff at the reception prison help you to deal with these problems when you first arrived?*” The majority of prisoners (64%) indicated that they were not helped with their problems, 24% reported that they were helped with their problems and 8% indicated that they did not experience any problems. Eleven prisoners (4%) identified in various ways values that fell between ‘yes’ and ‘no’. These responses were labelled ‘in between’ so as not to attribute value to the response that did not accurately encompass their meaning. The remaining single prisoner said that they did not remember.

First night and induction

Question 3.1

Three-hundred and nine prisoners answered the question, “*At the reception prison, before you were locked up on your first night were you offered any of the following things?*” Only 3% (8) of prisoners received all basic services upon entering a remand facility. Conversely, 17% (52) of prisoners received only one service available to them and 20% (62) of prisoners stated that they did not receive any of the listed

services. **Table 2.2** shows the percentage of prisoners who received particular goods and services at a reception facility. Over half of prisoners received something to eat upon arrival (57%). Receipt of a nicotine replacement (43%) followed, as well as the provision of toiletries and other basics items (39%), the offer for the prisoner to see a health care provider (35%), the ability to make a free phone call (28%), the opportunity to shower (27%) and support from another prisoner (9%).

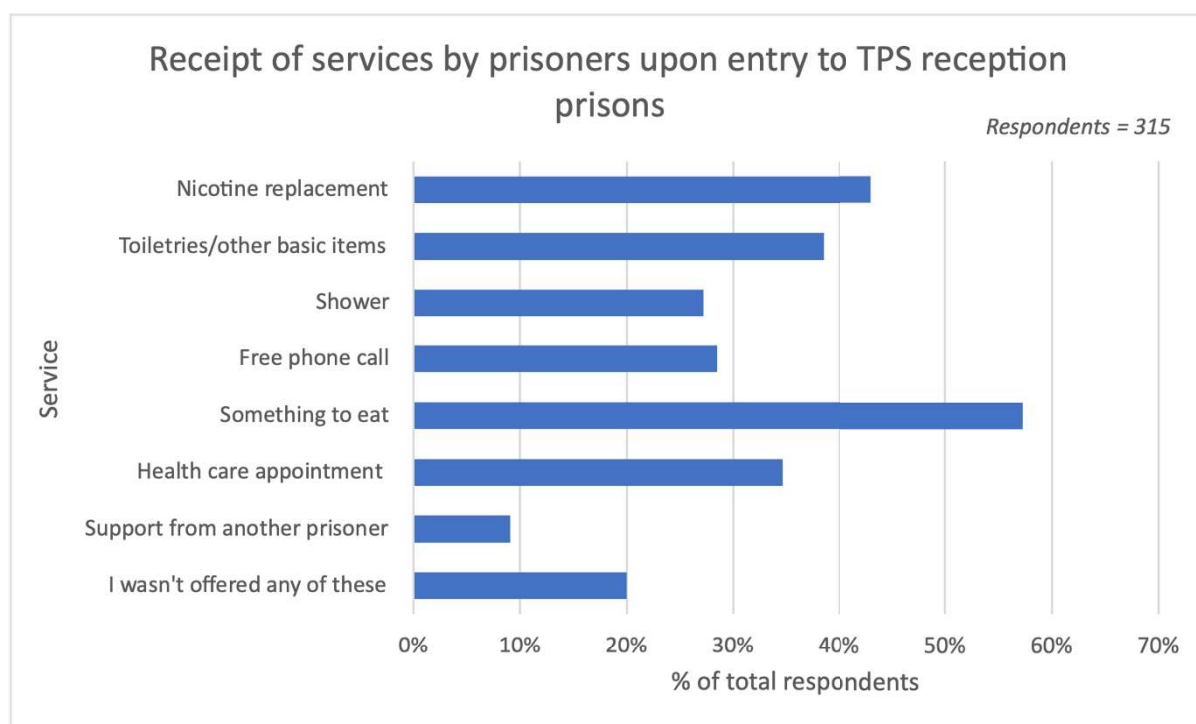


Table 2.2 – Receipt of services by prisoners when entering a Tasmanian reception prison

Question 3.2

Three-hundred and sixteen prisoners spoke about the cleanliness of their cell on their first night in prison. The majority of prisoners said that their cell was dirty (60%). Of these, 32% indicated that their cell was quite dirty and 28% very dirty. Half of this number of prisoners expressed that their cell was clean (33%). Of these, 28% indicated that their cell was quite clean and 5% very clean. The remaining 6% said that they did not remember. Of these, one prisoner identified a value that fell between clean and dirty. This value was labelled 'in between'.

Question 3.3

Of three-hundred and sixteen respondents, the majority of prisoners said that they felt safe on their first night in prison (68%). Twenty-six percent indicated that they did not feel safe and the remaining 7% expressed that they could not remember.

Question 3.4

When asked *in your first days at the reception prison did you get access to canteen*, of 295 respondents, 10.5% did not remember, 66% replied no and 23.5% replied yes. In relation to *phone credit*, of 300 respondents, 8.6% did not remember, 32.3% replied no and 59% replied yes. In relation to *numbers put on phone*, of 303 respondents, 8.3% did not remember, 35.2% replied no and 57% replied yes.

Question 3.5

Three-hundred and ten prisoners responded to the question, *“Did your induction at the reception prison cover everything you needed to know about prison?”* Twenty-five percent of prisoners stated that they did not receive an induction. Of those who did, 42% of prisoners indicated that the induction did not sufficiently cover all information required for them to understand their prison and conduct while residing there (42%), while 32% felt as though the induction was sufficient.

Question 3.6

Just over half of prisoners indicated that they did not receive an induction when they were moved to the current prison area in which they are located (53%). Forty percent of prisoners reported that they did receive an induction when moved, 22% indicated that they did not remember, and one prisoner provided a ‘not applicable’ response.



CASE STUDY

Survey #10

Pseudonym: Felix
Gender: Male
Security Classification: Minimum
Sentence: 4 to 10 years
Age: 50 to 59
Has not been in prison before

Felix identifies as a white male. His current security classification is minimum and this is his first time in prison.

He spent more than one week in reception and claims he was treated quite badly overall, but says that when searched, it was done in a respectful way. At the time, he was experiencing physical health issues and had problems getting medication and did not feel safe when first imprisoned - requiring protection from other prisoners. Induction was not provided at the reception prison, however; it was at his new prison. Felix is currently satisfied with his present conditions, being in a cell of his own and having access to the clean sheets, clothing, cleaning materials, a daily shower and reported that his intercom is answered within five minutes. He is unsure about storage of property though.

Regarding relationships with staff, Felix claims he is generally not treated with respect, nor as an individual and no one recently has enquired as to how he is getting on. Despite this, he has a good relationship with his case officer who is helpful. Felix stated he sometimes notices senior staff talking to prisoners. Regarding unit issues, health care, food and canteen, he states that prisoners are not consulted.

Felix is not a religious person, so there was no discussion regarding faith issues.

Contact with family and friends is problematic however he does have visits about once a week and maintains his visitors are treated well by staff. He has not shown any interest in Zoom visits.

Felix stated that unlock and lockup times are generally not adhered to. His time out of cell is 10 hours most days and he is able to exercise at least 5 days per week. At present, he does not use the gym or the library.

Making requests is easy according to Felix however complaints are problematic and are not dealt with fairly or in a timely way, are hard to make and he indicated that he has been prevented from making complaints. He claims it is difficult contacting his lawyer, attending a legal visit and claims his legal mail has been opened by staff when has not been present.

Apart from nurses, access to health and therapeutic staff can be quite difficult for Felix however when he does get to see them, he rates the quality of their services as 'quite good' with exception of the doctor who he rates as 'quite bad' and his overall rating of the health service is 'quite bad'. Felix does not have a disability and his mental health is good. He nominated the unit officer and health staff as the only people who would help him if he was concerned about an issue. He has had no contact or interaction in this regard with others such as peer supporters, chaplains, official visitors or correctional staff.

Felix does not have an alcohol or other drug addiction and needs no support but is aware of the ease of accessing illicit drugs in the prison however, getting alcohol is quite difficult.

Safety has been an issue in the past but at present, he feels safe. He recognises that bullying and victimisation is commonplace in the prison and wrote about the futility of reporting it as well as the repercussions. Felix has not been subject to any behavioural management and appreciates that rewards and privileges do encourage good behaviour.

His access to programs to enhance education, skills and work are limited. He mentioned vocational skills and a prison job as the only two activities which would help him with employment post release. All of the other offerings were difficult to access or not available and he has received no encouragement from staff.

Planning and progression for Felix is ad hoc at best, although he did mention the one to one work and offender behaviour programs had helped.

On a scale of one to ten, Felix rated the quality of life in the prison as three. His overall ratings of the categories listed were 'good' for; laundry, bedding, unit, gym and library, and 'poor' for food quality, food amount, issued clothing, organised support, showers and bathrooms and access to organised recreation.

When asked "is there was anything else you'd like to tell us", he presented the following five points:

1. Not enough is being done to accommodate maintaining family connections. Especially when family and friends live in the north of the state. Visits aren't very long, phone calls are expensive, and facilities are poor/boring for children when visiting and can be quite uncomfortable at times.

2. Protection prisoners/sex offenders should have their own areas away from mainstream prisoners. Not made to share shower and recreational areas. Especially at RPC where assaults happen quite frequently and are either not reported by prisoners or ignored/covered up by staff. No access to phone at RPC, mainstream stand-over prisoners using phone and enter units without getting into trouble. Even at RBP - verbal abuse is very bad it is nearly impossible to exercise or get medication without being abused.
3. Very hard to access help from offender managers or planning and reintegration, requests go unanswered, and appointments are not very often. Resocialisation sections have been halved (time wise) and very hard to apply for and get. Especially for long-termers who will really benefit from them.
4. Being handcuffed as a minimum security prisoner for hospital appointments and walking through town.
5. Being denied safety gear due to expense.

Your unit / division

Question 4.1

Of three-hundred and eighteen respondents, the majority are housed in a cell of their own (82%), with the remaining 18% in a cell of two or more.

Question 4.2

Three-hundred and thirteen prisoners answered the question, *“Is your intercom normally answered within 5 minutes?”* Half of prisoners agreed that this is the case (50%), while the remaining half saw a range of responses. This included 18% of prisoners expressing that they do not have an intercom and 17% indicating that they do not know. ‘I don’t know’ responses may have consisted of prisoners who were unsure or who do not use their intercom; however, no answer was provided on the survey for prisoners to specify why they did not know. The remaining 6% of prisoners identified alternative responses to those that were available on the survey, including ‘Don’t use intercom’ (2%) indicated by five prisoners and ‘Sometimes’ (1%) indicated by three prisoners.

Question 4.3

Prisoners were asked to answer a number of questions about the unit or division in which they were located at the time of survey conduction. This included questions on prisoners’ clothing and bedding, the atmosphere of their unit and their access to personal hygiene amenities. Of three-hundred and thirteen prisoners, the majority (73%) said that they do have enough clean, suitable clothes every week. Twenty-six percent of prisoners expressed that this is not the case and one prisoner expressed that they do not know whether this is the case. Of three-hundred and fourteen prisoners, the majority (95%) indicated that they could shower every day, with 5% expressing that they cannot. Regarding clean bedding, 75% of the 308 responding

prisoners expressed that they do receive clean sheets every week, while 24% indicated that they do not, and two prisoners reported that they do not know whether this is the case. Concerning the hygiene of their surroundings, of 307 prisoners, 74% reported that they receive cell cleaning materials every week, while 25% do not. Four prisoners said that they do not know if this occurs.

Three-hundred and three prisoners responded to the question about whether their unit or division is normally quiet enough for them to relax and sleep at night. The majority (59%) said that their unit is quiet enough for them to sleep and relax during the night, though 40% of prisoners expressed that this is not the case. A remaining three prisoners reported that they do not know whether this is the case. Finally, prisoners were asked about whether they can access their stored property if they need it. Nearly half of prisoners (48%) reported that they could not access their stored property, while 30% of prisoners said that they can do so and 23% indicated that they do not know whether they are able to.

Question 4.4

Three-hundred and thirteen prisoners answered the question, *“Normally, how clean or dirty are the communal/shared areas of your unit or division (the landings, stairs, showers etc)?”* Over half of prisoners agreed that the communal areas of their unit or division were clean (60%), with 41% indicating they are quite clean and 19% indicating that they are very clean. The remaining prisoners expressed that the communal areas in their prison area are dirty (39%), with 30% of these prisoners saying that they are quite dirty and 9% very dirty. Three prisoners (1%) provided an answer between clean and dirty, this was labelled ‘in between’ so as not to attribute value to the answer when its meaning could not be determined.

Relationships with staff

Question 5.1

Over half of the 318 responding prisoners agreed that most TPS staff treat them with respect (65%), while 31% reported that they felt that they are not treated with respect by most TPS staff. The remaining 4% of prisoners provided an answer not provided on the survey, with 12 prisoners indicating that they feel they are treated with respect ‘sometimes’ and one prisoner expressing that they are ‘mostly’ treated with respect.

Question 5.2

Three-hundred and eight prisoners responded to the question, “*Are there any staff here you could turn to if you had a problem?*” Over half of prisoners (57%) expressed that they felt as though they could turn to particular staff members if they had a problem, while 43% said that they did not feel this way. One remaining prisoner indicated a value between ‘yes’ and ‘no’. This was labelled ‘in between’ so as not to attribute value to the response that did not represent its intended meaning.

Questions 5.3, 5.4 and 5.5

Of 315 responding prisoners, the majority (75%) said that a staff member had not spoken to them about how they are getting on, while 25% expressed that they had experienced this from a staff member. Out of the same number of prisoners, 66% indicated that they did not know who their case officer was or case officers are, with 34% of prisoners indicating that they did know who their case officer is. The next question in the survey asked prisoners, “*How helpful is/are your case officer/s?*” Of three-hundred and thirteen responses, 30% of prisoners said that they do not have a case officer, accounting for the majority of the 34% of responses from the previous question about prisoners not knowing who their case officer is. This was followed by 25% of prisoners who said that they ‘don’t know’ how helpful their case officer or case officer team is. Sixteen percent of prisoners indicated that their case officer is ‘not at all helpful’, 12% ‘not very helpful’, 10% ‘quite helpful’ and 6% ‘very helpful’.

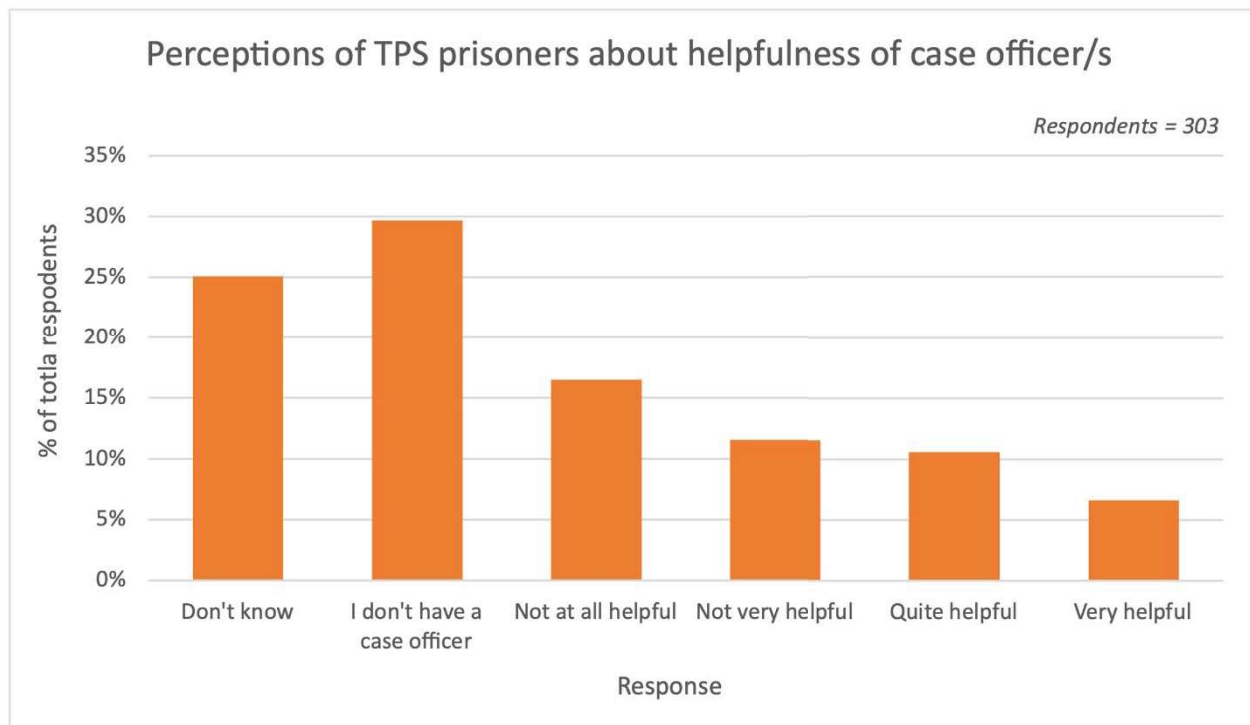


Table 2.3 – Perceptions of TPS prisoners as to the helpfulness of their case officer/s

Question 5.6

Prisoners were asked the question, *“How often do you see prison superintendents, directors or senior managers talking to prisoners?”* The majority of prisoners (59%) said that they ‘hardly ever’ see these staff members speaking to prisoners.

Twenty-three percent indicated that they ‘sometimes’ see this and 11% agreed that they regularly see this occur. The remaining 8% of prisoners said that they do not know how often they see this occur.

Question 5.7

Three-hundred and nine prisoners responded to the question, *“Do you feel you are treated as an individual in this prison?”* Sixty-two percent of prisoners expressed that they do not feel this way. Thirty-three percent of prisoners reported that they do feel as though they are treated as an individual, and the remaining 5% of prisoners indicated a new value between ‘yes’ and ‘no, reporting that they ‘sometimes’ feel like they are treated as an individual in prison.

Question 5.8

Three-hundred and nine prisoners responded to the question, *“Are prisoners here consulted about things like food, canteen, health care or unit issues?”* Thirteen percent of prisoners reported an ‘I don’t know’ response. Of the prisoners who

indicated a value response, nearly half (44%) said that they are not consulted about issues relating to food, canteen, health care, their unit or other related topics. The remaining half of prisoners (44%) said that they are consulted in relation to these topics. However, a greater proportion of prisoners expressed that, although prisoners are consulted, things do not change (32%), as compared with those who feel that things do change after they are consulted (12%). The remaining 1% (2) of prisoners indicated a new value that fell between 'yes' and 'no', stating that they are 'sometimes' consulted about such issues.

Faith

Question 6.1

Three-hundred and seven prisoners indicated their religious faith. The majority of these prisoners (59%) are not religious. The religion most identified with by prisoners was Christianity (31%), which included Church of England, Catholic, Protestant and all other Christian denominations. Specifically, single prisoners indicated that their faith is Jehovah's Witness, Orthodox Christian and Seventh Day Adventist. The remaining 10% of prisoners were of Muslim faith (3%) (10), Buddhist (1%) (4), Pagan (1%) (3), Hindu (1%) (2), Atheist (1%) (2), Tai Chi Tao Te Chi and Christian (1), Christian and Muslim (1), Rastafarian (1), Mayan (1), Maori (1), Satanic (1), and Peacock Punk (1). Other, more ambiguous responses included, 'Bible student' (1), 'I know something is there' (1), 'I believe in god tho' (1) and one inappropriate, non-religious response.

Question 6.2

Prisoners were asked whether their religious beliefs are respected in prison. Three-hundred and seven prisoners responded. This question did not apply to 47% of responding prisoners who indicated that they are non-religious. Of the remaining prisoners, 20% agreed that their religious beliefs are respected and 20% felt as though their religious beliefs are not respected. Twelve percent of prisoners expressed that they did not know whether their beliefs are respected, and one prisoner indicated a response that fell between 'yes' and 'no'. This was labelled 'in between' so as to not attribute value to the response that did not align with its intended meaning.

Question 6.3

Three-hundred and nine prisoners answered the question, *“Are able to speak to a chaplain of your faith in private, if you want to?”* Thirty-three percent of prisoners indicated that the question was not applicable to them as they are not religious.

Thirty-one percent of prisoners agreed that they could see a chaplain in private, 20% indicated that they do not know whether they can see a chaplain in private if they want to, and 16% expressed that they could not see a chaplain of their faith in private when they liked. One prisoner indicated a new value, expressing that they could ‘sometimes’ see a chaplain of their faith in private.

Question 6.4

Three-hundred and nine prisoners answered the question, *“Are you able to attend religious services, if you want to?”* Thirty-two percent indicated that the question was not applicable to them as they are not religious. Of the remaining 68% of responses, 33% prisoners stated that they are able to attend religious services and 22% responded that they are not able to attend religious services. Following this, 14% of these prisoners indicated a ‘I don’t know’ response, and one prisoner created a new response for their experience, stating that they are ‘sometimes’ able to attend religious services.



CASE STUDY

Survey #307

Pseudonym: Raymond
Gender: Male
Security Classification: Maximum
Sentence: 1 to 4 years
Age: 26 to 29
Not the first time in prison

This Survey was selected as it portrays a young man who identifies as Aboriginal or Torres Strait Islander. Raymond was sentenced to a term of one to four years and is soon to be released.

On arrival to prison, he spent less than a week at the reception prison. While not commenting on how he was treated, he said he was searched in a respectful way. His only stated issue at this time was drug withdrawal for which he received no help. On his first night he was provided with toiletries and something to eat. He was inducted, had credit put on his phone account and was put into a single cell.

In his present unit, Huon, he is able to shower daily and has a supply of clean clothes. Weekly, he does not have access to clean sheets nor does he get cell cleaning materials. He indicated that it is difficult to relax and sleep at night and is unable to store his property.

In terms of Raymond's relationship with staff he claims to be treated with respect, however, does not feel as though he is treated as an individual, nor is he able to confide in staff. He does not have a case manager and hardly ever sees prison superintendents, directors or senior managers talking to prisoners. He indicated that prisoners are not consulted about prison issues.

Raymond is not a religious person so the subject is not discussed.

Maintaining relationships outside of prison is difficult. He is not encouraged by staff to keep in touch with family and friends, cannot use the phone daily and claims that it is very difficult for his family and friends to visit. These problems have been somewhat overcome by the use of Zoom visits.

For Raymond, time out of cell is limited to 2 hours on weekends (he did not indicate a period for weekdays) and says three to five days is all he gets out each week for exercise (including one day to the gym). Unlock and lock-up times are adhered to in Huon. Raymond has no access to a library.

Regards requests and complaints, Raymond indicated the former are easy to make and are dealt with in seven days, the latter however is a little unclear as he indicated that he does not know if it's easy to make a complaint, yet states they are dealt with in seven days and that he has been prevented from making a complaint. Perhaps he ticked the wrong box in Q 9.3; indicating 'I don't know' when he meant 'no'.

Legal contact is not a problem for Raymond, however, he did state that staff have opened his legal letters without him being present.

Access to health staff for Raymond is very easy for therapeutic staff, quite easy for medical staff, but quite difficult when he needs to see a dentist. His overall assessment of the quality of health care is 'quite good'. He disclosed he has a disability but wishes not to discuss it.

Regards other support needs, Raymond is confident that all of the people and agencies listed would provide help if needed, mentioning that support from a peer support worker is easy to access.

Questions 12.5 to 13.3 were not answered. (These all appear on one page of the survey form). Given this, it is difficult to ascertain Raymond's overall views on alcohol and drug issues, however, he did indicate he had an alcohol problem when he came to prison and was receiving help for it. Also, he had a problem with illicit drug use when he came to prison and this has continued in prison.

Safety in prison for Raymond is not clear as he did not answer the first three questions on that subject. He did, however, align with the predominant view that reporting bullying and victimisation either from prisoners or staff was not on, due to trust issues. He has been bullied and victimised by staff under all categories stated in the survey form.

Raymond agrees that incentives or rewards in prison have a bearing on his behaviour, however, feels that he has been treated unfairly under the scheme.

Education, skills and work are important to Raymond, however, in his unit it is difficult to access education and nothing else is available, despite staff encouraging him to attend. He agrees that education, vocational skills or training, a prison job, voluntary work outside the prison and paid work outside the prison would all help with post release employment prospects.

Planning and progression for Raymond is problematic. Even though he understands the objectives or targets in a sentence plan, he doesn't have one. Despite staff being supportive, he has not done or doesn't know of any programmes, one to one work, or sections facilitating resocialisation or reintegration.

Raymond expects to be released in the next three months. He has indicated a correctional officer is helping and he is getting help for; alcohol and other drugs, mental health and family contact and needs help with accommodation and employment.

On release, he is very concerned about suitable accommodation, finding employment, coping with addictions, reoffending, managing his health and connecting with family. In regards to all of these issues, he only rates coping with addictions as an area he has had 'some support' and family connections and health issues where he has received 'a little support'.

Raymond's overall rating of the prison is at the bottom of the scale at 1. While rates the quality of the food as 'good', all other categories listed were 'poor'. He declined to offer anything more in writing.

Contact with family and friends

Question 7.1

Prisoners were asked the question, *"Have staff here encouraged you to keep in touch with your family/friends?"* Of three-hundred and twelve responding prisoners, 79% said that staff have not encouraged communication with prisoners' family and friends. The remaining prisoners said that staff have encouraged them to do so (20%). Two prisoners indicated new responses to the question that spoke to the frequency of the encouragement by prison staff to maintain connection with family and friends. One prisoner expressed that 'most times' staff have encouraged them to keep in touch with their family and friends and another indicated a response 'in between' 'yes' and 'no'. However, the specific meaning behind the response was not identified by the prisoner.

Question 7.2

Three-hundred and fourteen prisoners responded to a question about whether they had experienced any problems sending and receiving mail. Fifty-seven percent of these prisoners said that they had experienced problems and 42% said they had not. One prisoner expressed that they were 'unsure' whether they had encountered problems.

Question 7.3

Three-hundred and twelve prisoners commented on whether they are able to use the phone everyday if they have credit. Fifty-eight percent of prisoners expressed that they could use the phone every day, whereas 41% of prisoners said that they could not. The remaining 1% of prisoners indicated that they could 'sometimes' use the phone every day. This may mean that at particular times, prisoners can use the

phone every day, though this is not always consistent. The survey did not ask further questions to determine what this is dependent upon.

Question 7.4

Three-hundred and seventeen prisoners responded to the question, *“How easy or difficult is it for your family and friends to get here?”* The majority of prisoners expressed that it is difficult for their family and friends to attend the prison for visits. Of these, 43% of prisoners remarked that it was very difficult and 23% quite difficult. Twenty-seven percent of prisoners stated that it was easy for their family and friends to visit the prison. Of these, 19% expressed that it was quite easy and 8% very easy. The remaining 7% of prisoners expressed that they did not know, and one prisoner indicated a value in between ‘quite easy’ and ‘quite difficult’. This value was labelled ‘in between’, considering that little indication was provided as to the meaning of the response.

Question 7.5

Three-hundred and fourteen prisoners indicated how often they have visits with family and friends. Under half of prisoners expressed that they do not have visits (44%). Of those who have visits, the majority receive visits less than once per week (35%), while 17% receive visits about once per week and 4% receive visits more than once a week. However, the question did not ask prisoners to specify the type of visit that they reported a frequency for. Given this, it is unknown, aside from some qualitative comments on prisoners’ surveys, whether prisoners were speaking about video visits or contact visits when answering the question.

Questions 7.6 & 7.7

Of 320 prisoners, just over half (51%) said that they had not used Zoom video visits, with 49% having experienced a Zoom visit with their family or friends. Of 296 prisoners, 46% indicated that they had not used Zoom visits. Of the respondents who had (54%), 37% of prisoners reported that they did like Zoom visits and 17% reported that they did not like Zoom visits. A single prisoner indicated a response that fell between the answers ‘yes’ and ‘no’. This response was labelled ‘in between’ as the meaning of the response was unable to be determined.

Question 7.8

If you haven't used Zoom visits, why not? No. of responses - 106

Major themes of Comments were:

1. Preference for established contact such as phone or contact visits or don't like Zoom visits, haven't bothered or not interested.
2. Still in the process of organising, new arrival to prison or waiting on applicants to be approved (after 4 months in one case).
3. Problems with the technology; access, utility and reception issues.
4. Unaware of its availability, hasn't been offered, don't know how or unsure of entitlement.
5. No need e.g., no visitors, next of kin or soon due for release.

The answers to this question need to be considered within context of the COVID 19 pandemic and the suspension of prison visits as part of a Tasmania Prison Service strategy to reduce the risk of infection to both prison staff and prisoners as well as to the wider community. The use of video visits via Zoom was increased significantly to facilitate ongoing contact between prisoners and their approved visitors during the pandemic. Prisoners who clearly had no preference for Zoom visits fell into two categories; those who preferred established means of contact such as phone or contact visits, and those do not like Zoom visits, have not bothered or were not interested. This latter group was in the minority.

See *Appendix 3 Q7.8* for full list of comments.

Question 7.9

Of 220 responding prisoners, over half (55%) indicated that visits usually start and finish on time. Forty-three percent of prisoners stated that visits do not usually start and finish on time and 1% (3) expressed an answer that fell between 'yes' and 'no'. These answers were labelled with the logical middle point value 'Sometimes' (visits start and finish on time).

Question 7.10

Of 216 responding prisoners, the majority (66%) said that their visitors are treated respectfully by staff. Of the remaining responses, 24% stated that their prisoners are not treated respectfully by staff. Prisoners identified new answers that were not encapsulated in the 'yes' and 'no' response choices. These responses were labelled 'sometimes', indicating the middle value between 'yes' and 'no' and 'mostly' in line

with qualitative comments that stated that staff were 'not always' respectful. Five percent (10) of prisoners stated that their visitors are sometimes treated respectfully by staff and 2% (5) that their visitors are mostly treated with respect by staff. The remaining 3% (6) of prisoners indicated that they did not know about the treatment of their visitors.

Time out of cell

Question 8.1

Three-hundred and seven prisoners responded to the question, *“Do you know what time the unlock and lock-up times are supposed to be?”* The majority of prisoners (88%) said that they knew what the unlock and lock-up times are. However, 48% of prisoners stated that unlock and lock-up is not usually kept to time. The remaining 40% expressed that unlock and lock-up is usually kept to time. Eleven percent of prisoners indicated that they did not know what the unlock and lock up times are for their prison area. The remaining 1% (3) of prisoners indicated an answer that fell between 'Yes, and these times are usually kept to' and 'Yes, but these times are not usually kept to'. These responses were labelled appropriately, resulting in the 1% of prisoners indicating that they knew what the unlock and lock-up times were, but that only 'sometimes these times are kept to'.

Question 8.2

Prisoners were asked how long they spend out of their cell on a typical weekday, including time spent at education, work et cetera. Three-hundred and three prisoners responded to the question. Thirty-six percent of prisoners said that they spend 2 to 6 hours outside of their cell, 22% spend 6 to 10 hours outside of their cell, 20% spend less than 2 hours outside of their cell and 12% spend 10 or more hours. Seven percent of prisoners expressed that they do not know. The remaining 2% of prisoners issued responses that fell outside of the range of answers. This included 1% (3) of prisoners reporting that they are outside of their cell from less than 2 to 6 hours, 1% (3) of prisoners being outside of their cell from 2 to 10 hours and one prisoner indicating that they spend 6 to more than 10 hours outside of their cell on weekdays.

Question 8.3

Prisoners were also asked how long they spend outside of their cell on a weekend. Of 300 prisoners, 34% said that they spend under 2 hours outside of their cell on typical Saturday and Sunday. This was followed by 31% who spend 2 to 6 hours outside of their cell on a weekend, 15% who spend 6 to 10 hours outside of their cell and 10% who spend 10 hours or more outside their cell on a weekend. Eight percent of prisoners indicated that they do not know how long they spend outside of their cell on the weekend and the remaining 2% of prisoners provided responses that fell outside of the categorical answers provided. One percent of prisoners (2) expressed that they spend 2 to 10 hours and 1% (2) 6 to more than 10 hours outside of their cell on a weekend.

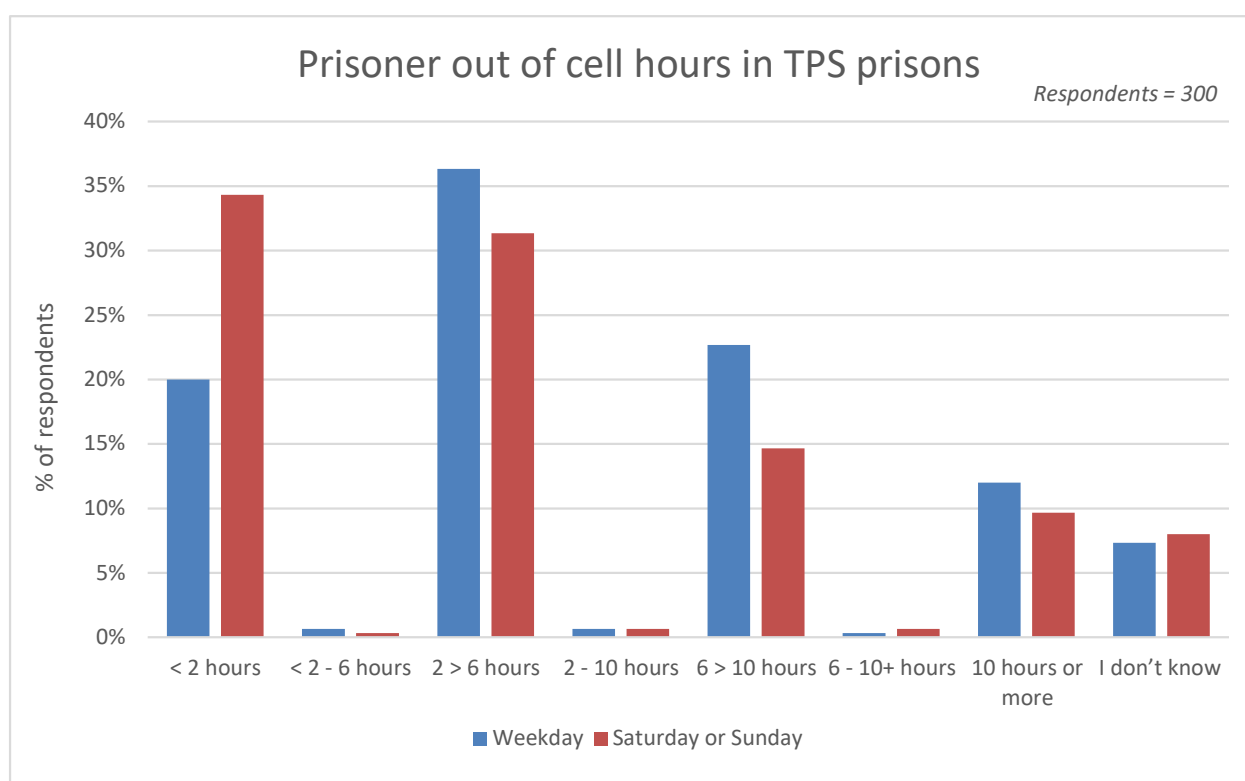


Table 2.4 – Prisoner out of cell hours in TPS prisons

Question 8.4

Two-hundred and ninety-nine prisoners indicated how many days in a typical week they were able to go outside for exercise. Eleven percent of prisoners expressed that they did not know. The largest number of prisoners (38%) indicated that they were able to go outside for exercise for 5 or more days per week. This was followed by 19% who could exercise outside 3 to 5 days a week and 19% who could exercise

outside for 1 to 2 days per week. Eleven percent of prisoners indicated that they were not able to go outside for exercise at all during the week. The remaining 1% of prisoners provided responses that were not encapsulated in the available categorical answers. These answers included exercise outside for 1 to 5 days in a typical week (3), 1 to 5 days a week (1) and 3 to more than 5 days a week (1).

Question 8.5

Three-hundred and five prisoners indicated how often they use the gym facilities in their prison area. Over half (53%) of prisoners said that they never go to the gym, 28% reported that they use the gym twice a week or more, 12% indicated that they use the gym less frequently than once per week, and 7% of prisoners that they use the gym about once per week.

Major themes were:

1. Safety concerns, intimidation and not feeling welcome.
2. Access / off limits / no gym in unit / staffing issues / lockdowns
3. Gym inadequate / not fit for purpose
4. No motivation
5. Making alternative arrangements
6. Unable due to age or health concerns
7. Other

This data highlights prisoners' aspirations to access physical activity via the prison gymnasium. While some prisoners dismissed the importance of their physical health due to motivation, their age and disabilities, the majority resented the fact that the amenity was not available and pointed to a number of reasons why. Access to the gym which is only able to cater for four or six at any time - for a prisoner population of around 400 - is problematic. Many prisoners simply lost hope of gaining access, while others organised their own fitness activities as best they could given the circumstances. The combination of safety concerns and a lack of access due to staff shortages, lockdowns and an uncaring attitude by staff contributed to their concerns. References were made to a cohort of prisoners who seemed to have ownership of the facility thus barring access to others. Division 4 were singled out as being not liked, not allowed and not welcome.

See *Appendix 3 Q8.5* for full list of comments.

Question 8.6

Three hundred and one prisoners reported how often they go to the library in their respective prison area. Twenty-nine percent of prisoners said that there is no library in their prison area. Thirty percent of prisoners reported that they never go to the library, 27% of prisoners reported that they attend the library twice a week or more, 8% stated that they use the library less than once per week and 5%, that they attend the library about once per week.

Question 8.7

Two-hundred and ninety-four prisoners shared their opinions about whether the library in their prison area has a range of materials that is wide enough to meet their needs. Forty-four percent of prisoners said that they do not think this is the case, 28% expressed that the library does have enough of a range of materials for their needs and 27% reported that they do not use the library. The remaining 1% (4) of prisoners indicated a new response to the question that was not covered by the available response options, where they expressed that there is no library in their prison area. Although prisoners were asked in a previous question about their use of the library, to which they could indicate the response 'There is no library in this prison', prisoners may still have answered the following question, even if there was no library in their prison. Evidence for this may be that there were a similar number of prisoners who responded to the question about the resources of libraries (294) as there were to how often prisoners used the library (301). For the following question, some prisoners (4) provided comments to the effect of 'there is no library'. However, prisoners who responded 'I don't use the library' may have answered with the intended meaning of either choosing not to use the library, or not having the chance to use the library, as there is no library in their prison area. Having said this, the specific meaning behind this response provided by prisoners is unknown.

Requests, complaints and legal rights

Question 9.1

Three-hundred and seventeen prisoners answered the question about whether it is easy for them to make a complaint. The majority of prisoners (73%) agreed that it is easy to make a complaint, while 21% said that it is not easy to do so. Five percent of

prisoners expressed that they did not know how easy it is and the remaining 2% (5) of prisoners provided an answer that was not encapsulated in the response options, expressing that it is 'sometimes' easy to make a complaint.

Question 9.2

With regard to prisoner requests, 298 prisoners answered the question, “*Are requests usually dealt with fairly?*” Two percent (5) of these prisoners reported that they had not made a request. Of those who had, over half (52%) expressed that requests are dealt with fairly. This was followed by 41% of prisoners who indicated that requests are not dealt with fairly. The remaining responses included 5% of prisoners who reported that requests are ‘sometimes’ dealt with fairly, a single prisoner who expressed that requests are dealt with ‘somewhat’ fairly and another, single prisoner who stated that requests are ‘mostly’ dealt with fairly. Two-hundred and seventy-nine prisoners answered the question, “*Are requests usually dealt with within 7 days?*” Two percent (5) of prisoners indicated that they had not made a request. Nearly half of prisoners (49%) said that requests are not attended to within 7 days. The other half of prisoners (45%) said that requests are dealt with within 7 days. The remaining 4% (11) of responses comprised those that did not fit the category of the response options provided, indicating that requests are ‘sometimes’ dealt with within 7 days.

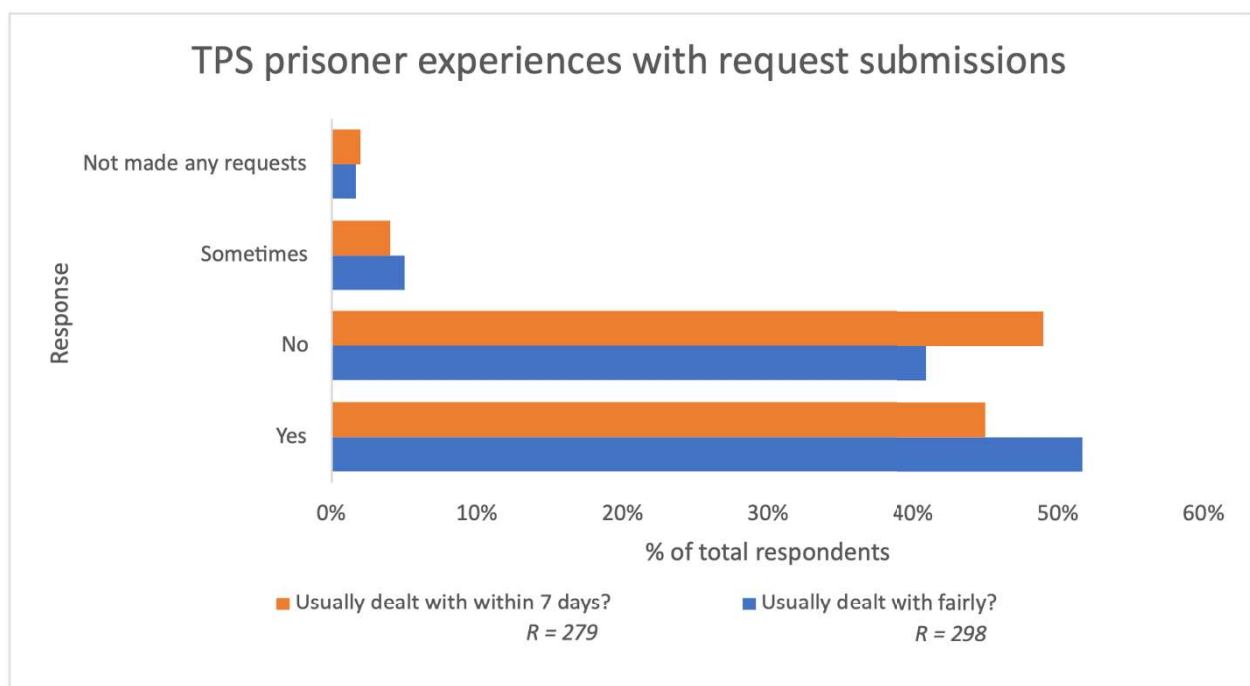


Table 2.5 – Prisoner experiences with submitting requests

Question 9.3

Three-hundred and twelve prisoners responded to the question about whether it was easy for them to make a complaint. Twenty-seven prisoners stated that they did not know. Forty-one percent of these prisoners reported that it was easy to do so, while 31% expressed that it was not easy for them to make a complaint. The remaining 1% (3) of prisoners indicated that it is 'sometimes' (1) easy for them to make a complaint or indicated a response that fell between 'yes' and 'no' (2). This response was not provided a value. Rather, it was labelled 'in between' as its intended meaning was unable to be determined.

Question 9.4

With regard to complaints, 273 prisoners answered the question, "*Are complaints usually dealt with fairly?*" Thirty-eight percent of prisoners indicated that they had not made a complaint. Of those who had, nearly half of prisoners (46%) reported that complaints are not dealt with fairly, with 15% expressing that complaints are dealt with fairly. An individual prisoner provided a response that fell between 'yes' and 'no', stating that 'sometimes' complaints are dealt with fairly. Two hundred and fifty-eight prisoners responded to the question, "*Are complaints usually dealt with within 7 days?*" Thirty-eight percent of prisoners indicated that they had not made a complaint. Of those who had, nearly half of prisoners (48%) expressed that complaints were not dealt with within a week. Thirteen percent reported that complaints were dealt with within a week and the remaining 2% (4) provided a response that fell between 'yes' and 'no'. This response was labelled 'sometimes' as the middle point between the values. Given this, these prisoners expressed that 'sometimes' complaints are dealt with within 7 days.

Question 9.5

Three-hundred prisoners responded to the question, "*Have you ever been prevented from making a complaint even when you wanted to?*" Thirty-one percent of prisoners indicated that they had not wanted to make a complaint. Of those who did want to make a complaint, 38% stated that they had not been prevented from doing so, whereas 29% expressed that they had been prevented from making a complaint. The remaining 1% (3) of prisoners provided a response that was not present as an option, indicating an answer between 'yes' and 'no'. These responses were labelled 'in between' as their intended meaning could not be determined.

Question 9.6

Prisoners were asked a range of questions about the ease with which they could communicate with their legal representatives and access legal documents while in prison. Three-hundred and four prisoners responded to the question, *“In this prison is it easy or difficult for you to communicate with your solicitor or legal representative?”* Fourteen percent of prisoners said that they did not know how easy or difficult it is to communicate with their legal team, 10% claimed that this was not required, and one prisoner indicated that they did not have a legal representative. Nearly half of prisoners (46%) indicated that it is difficult to communicate with their legal representatives. Twenty-eight percent expressed the opposite view, reporting that it is easy for them to communicate with their legal team. The remaining 1% (2) of prisoners indicated a value that fell between ‘easy’ and ‘difficult’. The meaning behind these responses were unable to be determined. Given this, they were labelled ‘in between’.

Two-hundred and eighty-eight prisoners responded to the question, *“In this prison is it easy or difficult for you to attend legal visits?”* Twenty-one percent of prisoners indicated that they do not know how easy or difficult it is to attend legal visits and 13% that they do not require visits from a legal representative. Thirty-seven percent of prisoners said that it is difficult to attend legal visits. This was followed by 28% who reported that attending legal visits is easy. One remaining prisoner provided an answer that fell between ‘easy’ and ‘difficult’. This was labelled as ‘in between’ due to uncertainty regarding the meaning of the response. Two hundred and eighty-nine prisoners responded to the final question regarding legal representation, *“In this prison is it easy or difficult for you to get bail information?”* Twenty four percent of prisoners responded that they did not know how easy or difficult it is to obtain bail information, and 17% indicated that they did not require this information. Forty-two percent of prisoners said that it is difficult to obtain bail information, while the remaining 16% reported that it was easy to do so.

Question 9.7

Three-hundred and thirteen prisoners responded to the question about whether staff at their prison had ever opened letters from their solicitor or legal representative when they were not present. Eight percent of prisoners indicated that they had not received legal letters. Of those prisoners who had, the majority (61%) reported that

staff had opened their legal letters without them being present. Thirty-one percent of prisoners reported that staff had not done so and an individual prisoner reported that they were 'unsure' whether this had occurred.

Health care

Question 10.1

Doctor and Nurse

Prisoners were asked about their experiences when seeing various health professionals within their prison. Three hundred and fifteen prisoners responded to the question about the ease with which they can see a doctor. Four percent of prisoners indicated that they do not know. The majority of prisoners (76%) said that they have difficulty seeing a doctor. Nearly half of prisoners (47%) reported that it is very difficult to see a doctor, 29% stated that it is quite difficult to see a doctor, 15% quite easy and 6% very easy. One prisoner reported a response that fell between 'quite difficult' and 'very difficult'. This was labelled 'considerably difficult' as the middle value of the two. Three hundred and eight prisoners indicated how easy or difficult it is to see a nurse. Three percent of prisoners indicated that they did not know. Over half of prisoners expressed difficulty in seeing a nurse (55%). Of these, 30% reported that it is quite difficult and 25% very difficult to see a nurse. Forty-two percent of prisoners reported positive access to a nurse, with 30% expressing that it is quite easy and 12% that it is very easy to see a nurse. One prisoner reported a response that fell between 'quite difficult' and 'very difficult'. This was labelled 'considerably difficult' as the middle value of the two.

Dentist and Therapeutic staff

Three-hundred and nine prisoners answered the question about the ease with which they are able to see a dentist when required. Twelve percent of prisoners reported that they do not know how easy or difficult it is to see a dentist. The majority of prisoners (64%) said that it is difficult to see a dentist. Of these, 64% reported that it is very difficult and 17% quite difficult to see a dentist in their prison. The remaining 7% of prisoners indicated that it is easy to see a dentist, with 4% reporting that it is quite easy and 3% very easy. One prisoner reported a response that fell between 'quite difficult' and 'very difficult'. This was labelled 'considerably difficult' as the middle value of the two.

The last health professional included within the question was therapeutic staff. Three hundred and three prisoners responded to the question about the ease with which they are able to see therapeutic staff. Thirteen percent of prisoners indicated that they did not know how easy or difficult it is to see a member of the therapeutics team. Nearly half of prisoners (48%) said that it is difficult to see a therapeutic staff member. Of these, 25% reported that it is quite difficult and 25% very difficult. Thirty-nine percent of prisoners reported that it is easy to see a therapeutic staff member, with 29% reporting it as quite easy and 10% as very easy to do so. One prisoner reported a response that fell between 'quite difficult' and 'very difficult'. This was labelled 'considerably difficult' as the middle value of the two. Another single prisoner provided a response that fell between 'quite easy' and 'quite difficult'. This was labelled 'in between' as the true meaning behind the response was not able to be determined.

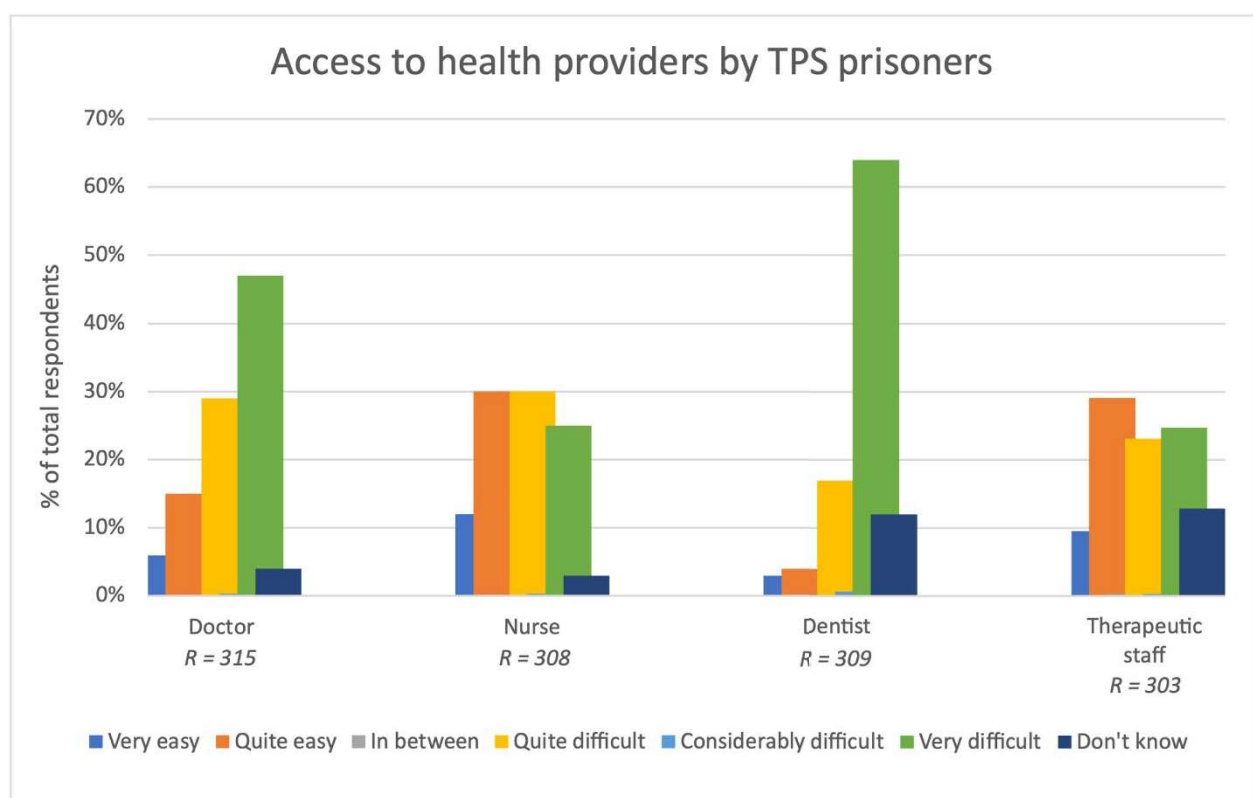


Table 2.6 – Access to healthcare providers by TPS prisoners

Question 10.2

Doctor

Prisoners were asked about the quality of the health services from various TPS health staff members. Three-hundred and nine prisoners provided their opinion

regarding the health service received from TPS doctors. Thirteen percent of prisoners indicated that they do not know about the quality of TPS doctors' health services. The majority of prisoners provided negative responses, with 33% of prisoners reporting that the quality of health services from TPS doctors is very bad and 28%, quite bad. The remaining 25% of responses included 18% of prisoners who reported the quality of TPS doctors' health services as quite good and 7% as very good. One prisoner provided a response that fell between 'quite bad' and 'very bad', this was labelled appropriately. Given this, the prisoner expressed that health services from TPS doctors were 'considerably bad'. Another individual prisoner provided a response between 'very good' and 'very bad'. This response was labelled, 'in between' as its exact meaning was unable to be determined.

Nurse

Three-hundred and four prisoners provided an opinion about the health services received from TPS nurses. Seven percent of prisoners indicated that they did not know about the quality of health services from TPS nurses. Just over half of prisoners (53%) had positive responses regarding the quality of health service from TPS nurses. Of these, 39% expressed that the quality of services is quite good and 14%, very good. Thirty-eight percent of responding prisoners reported negative responses regarding the quality of health services received from TPS nurses. Of these, 20% of prisoners indicated that the quality of services is quite bad and 18% very bad. Three prisoners provided a response that fell between 'quite good' and 'quite bad'. This was labelled 'in between' as the meaning behind each of the responses was unable to be determined. One prisoner provided a response that fell between 'quite bad' and 'very bad', labelled 'considerably bad' and one other prisoner indicated a response that fell between 'quite good' and 'very good'. This was labelled 'considerably good'.

Dentist and Therapeutic staff

Two-hundred and ninety-eight prisoners provided feedback on the quality of health services received by the dentist at TPS. Thirty-one percent of prisoners indicated that they did not know about the quality of services from the TPS dentist. Over half of prisoners (53%) reported a negative opinion about the quality of service from the dentist. Of these, 34% expressed that the quality of service is very bad and 19% expressed that it is quite bad. Sixteen percent of prisoners had positive opinions

about the quality of dental service at TPS. Of these, 10% of prisoners reported that the services are quite good and 6% that they are very good. One prisoner provided a response that fell between 'quite good' and 'quite bad'. This response was labelled 'in between' as its intended meaning was unable to be determined. Two-hundred and ninety-five prisoners provided a response to the question regarding the quality of services received by therapeutic staff at TPS. Twenty-three percent of responding prisoners indicated that they did not know about the quality of services from therapeutic staff. Under half of prisoners (44%) provided positive responses regarding the quality of health services received from therapeutic staff. Of these, 27% indicated that service quality was quite good and 17% very good. Thirty-three percent of prisoners provided negative responses to the question, with 18% reporting that the quality of services is quite bad and 15% expressing that it is very bad. A single prisoner provided a response that fell between 'quite good' and 'very good'. This response was labelled 'considerably good'.

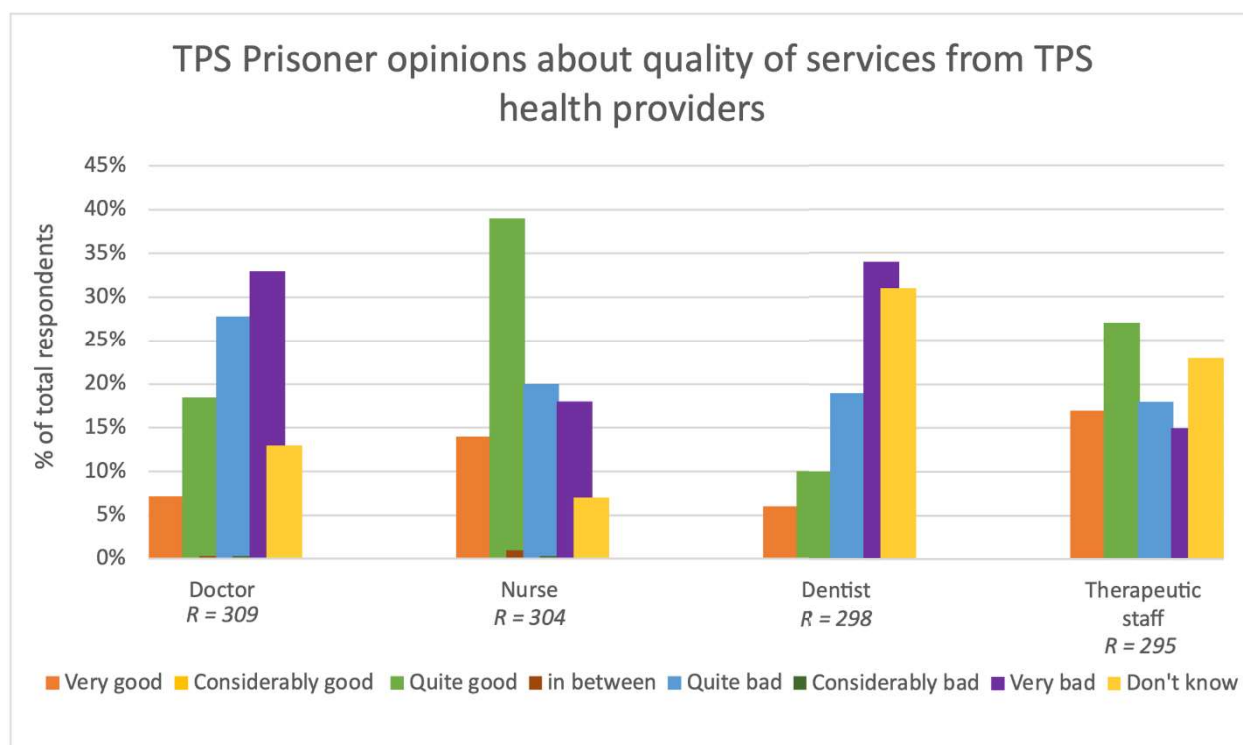


Table 2.7 – Opinions of TPS prisoners about the quality of services from TPS healthcare providers

Question 10.3 and 10.4

Three-hundred and seven prisoners answered the question about whether or not they had mental health problems. The majority of responding prisoners (63%) indicated that they have mental health problem, with the remaining 37% of prisoners

reporting that they do not have mental health problems. When asked, 310 prisoners indicated whether they have been helped with their mental health problems while in prison. Twenty-seven percent of prisoners indicated that they do not have any mental health problems. Just over half of prisoners (51%) reported that they have not been helped with their mental health problems. Eighteen percent of prisoners indicated that they have been helped with their mental health problems. The remaining 3% of prisoners provided responses that were not encapsulated in the categorical answers provided. Two percent (7) of prisoners indicated an answer that fell between 'yes' and 'no'. This was labelled, 'in between' as the intended meaning behind the response is unknown. The final one percent (2) of prisoners indicated that they had been helped with their mental health problems but indicated that this was to a small extent. These responses were labelled 'a little' to encompass their meaning.

Question 10.5

Three-hundred and five prisoners responded to the question, *"What do you think of the overall quality of the health services here?"* Six percent of prisoners indicated that they do not know what the quality of health services are at TPS. The vast majority of responses (72%) were negative. Of these, 40% of prisoners indicated that the health services at TPS are very bad and 32% quite bad. Positive responses comprised 22% of prisoners, with 18% expressing overall that health services at TPS are quite good and 4% very good. One percent (2) of responding prisoners provided a response that fell between 'quite good' and 'quite bad'. This was labelled 'in between' due to an inability to determine the meaning behind the responses.

Other support needs

Questions 11.1 and 11.2

Three-hundred and seven prisoners responded to the question about whether they consider themselves to have a disability. This includes long-term physical, mental or learning needs that affect prisoners' day-to-day lives. One prisoner indicated that they do not know whether they do or do not have a disability. Just over half of prisoners (53%) indicated that they do not have a disability, while 46% of prisoners said that they do have a disability. Prisoners were asked, if they do have a disability, if they are receiving the support that they require. Two-hundred and sixty-six prisoners responded. Over half of these prisoners (53%) had reported that they do not have a disability. Of the remaining responses, the majority (31%) reported that

they are not receiving the support that they need, whereas 15% of prisoners expressed that they are receiving support for their disability. The remaining 1% of responses included two prisoners who expressed that they 'sometimes' receive support for their disability and one prisoner who provided a response that fell between 'yes' and 'no'. This was labelled 'in between' so as not to attribute incorrect value to the response, being that its intended meaning could not be determined.

The overall responses to this question provided insufficient data to support a full analysis. The question is in two parts and requires a number of complete answers to enable this to be done. Only nineteen of 61 prisoners actually stated that they had a disability and were willing to comment on the support level. Some prisoners simply named up their condition. Others wrote general comments which were unrelated to the question while some responses could be described as a 'cry for help'. Overall, the general theme of dissatisfaction with the level of health care in the prison for people with disabilities did emerge.

The comments that were provided pointed to the following topics and issues:

1. Answers which go some way to addressing the question
2. Naming up health problem / disability
3. Challenges accessing health care / standard of care
4. Other

The comments where prisoners went 'some way to answering the question' is presented in *Appendix 3 Q11.2 summary*. As there was not an equivalent question asking for detail where people could comment positively on their treatment, it is necessary to compare the quantitative data where people ticked yes and no to gain a feel for the overall level of satisfaction to service delivery.

Question 11.3

Prisoners were asked the question, *"If you had an issue you were concerned about, do you think these people would help you?"* Prisoners were provided with a list of TPS staff and external service providers in order to answer to this question. Two-hundred and eighty-four prisoners answered the question in relation to their unit officer. Eighteen percent of prisoners stated that they do not have any interaction with their unit officer. Nearly half (46%) of these prisoners indicated that they do think

their unit officer would help them with an issue if required, while 35% of prisoners said that they do not think this would be the case. The remaining 1% of prisoners provided answers that did not fit the responses provided. Four prisoners indicated a response that fell between 'yes' and 'no'. These responses were labelled as 'in between' as the meaning behind them was not able to be determined. One single prisoner expressed that their unit officer may 'sometimes' help them with an issue that they were concerned about.

Two-hundred and eighty-two prisoners answered in response to the question about TPS health staff. Sixteen percent of prisoners indicated that they do not interact with TPS health staff. Prisoners equally expressed the belief that TPS health staff would not help them with an issue that they were concerned about (42%) and that TPS health staff would help them with such an issue (40%). The remaining two percent (6) of prisoners expressed a response that fell between 'yes' and 'no', labelled 'in between'. Two-hundred and eighty-seven prisoners provided their thoughts on the helpfulness of TPS chaplains in the event they experience a concerning issue.

Thirty-six percent of prisoners reported that they do not interact with prison chaplains. Just under half of prisoners (46%) said that they do believe that prison chaplains would help them with an issue if required, with 18% expressing that they do not think that this is the case. One remaining prisoner provided a response that fell between 'yes' and 'no' that was labelled 'in between'.

Two-hundred and seventy-six prisoners indicated whether peer support workers would help them with an issue with which they were concerned. Forty-six percent of responding prisoners reported that they do not have any interaction with peer support workers. The remaining prisoners expressed dichotomous views on whether peer support workers would help, with 28% of prisoners indicating that they do think that peer supporters would help and 25% expressing that they do not think that peer supporters would help. Two remaining prisoners provided a response that fell between 'yes' and 'no'. This was labelled 'in between'. With regard to prison management, two-hundred and seventy-eight prisoners responded. Of these, 33% of prisoners reported that they have no interaction with prison management. Just under half of responding prisoners (44%) expressed that they do not think that prison management would help them with an issue they were experiencing, while 21% of

prisoners believed that they would. Three prisoners indicated a response that fell between 'yes' and 'no'. This was labelled 'in between'.

Two-hundred and seventy-six prisoners reported their beliefs about the willingness of official visitors to help them with an issue that they were concerned about. Thirty-three percent of prisoners indicated no interaction with official visitors. Responding prisoners were divided equally as to whether official visitors would (33%) or would not (33%) help them with an issue, while the two remaining prisoners reported 'in between' responses that fell between 'yes' and 'no'. Two-hundred and seventy-four prisoners responded to the question, *"If you had an issue you were concerned about, do you think that external agencies (e.g., Ombudsman, Health Complaints Commission, Integrity Commission) would help you?"* Thirty-two percent of responding prisoners reported that they have no interaction with external agencies. Thirty-seven percent of prisoners expressed that they do not think that external agencies would help them with an issue, while 30% of prisoners reported that they do think they would receive help from such agencies. The remaining 1% of prisoners (3) indicated an 'in between' response that fell between 'yes' and 'no'.

Of 273 prisoners, forty-one percent expressed that they have no interaction with external service providers such as the Salvation Army, Red Cross or the Onesimus Foundation. Of the remaining prisoners, 31% of prisoners indicated that they do think that external service providers would help them with an issue of concern. Similarly, 27% of prisoners disagreed that external service providers would aid them with such an issue. One remaining prisoner indicated a response 'in between' 'yes' and 'no'.

Prisoners were asked whether they perceived that correctional staff that are not their unit manager would help them with an issue with which they were concerned.

Twenty percent of prisoners expressed that they do not interact with correctional officers. Of the remaining prisoners, an even split was observed. Thirty-nine percent of prisoners reported that correctional officers would not help them with a problem, while 38% expressed that they would. The remaining 4% of responses consisted of eight prisoners providing a response 'in between' 'yes' and 'no', one prisoner expressing that 'sometimes' correctional officers may help them with an issue of concern and one prisoner indicating that they are unsure about whether correctional officers would help them.

Two-hundred and sixty-two prisoners indicated whether they believed the Tasmanian Custodial Inspector would help them with an issue of concern. Forty percent of prisoners indicated no interaction with the Custodial Inspector. Of the remaining prisoners, beliefs were split with 31% of prisoners saying that the Custodial Inspector would not help them with an issue that they were experiencing, while 28% believed that the Custodial Inspector would aid them in their concern. Finally, 274 prisoners indicated whether other prisoners would help them with an issue that they were concerned about. Thirteen percent of prisoners reported that they do not have any interaction with other prisoners. The majority of prisoners (60%) said that other prisoners would help them with their needs, while 25% reported that other prisoners would not aid them in this situation. The remainder of responses included a single prisoner who reported that ‘some’ prisoners would help them with an issue, and another who expressed that other prisoners would ‘sometimes’ help them with an issue. Two final responses were provided by prisoners that fell ‘in between’ ‘yes’ and ‘no’. Additional responses (‘in between’, ‘sometimes’) indicated by prisoners that fell out of the range of those provided were not included within the graph below due to their small number.

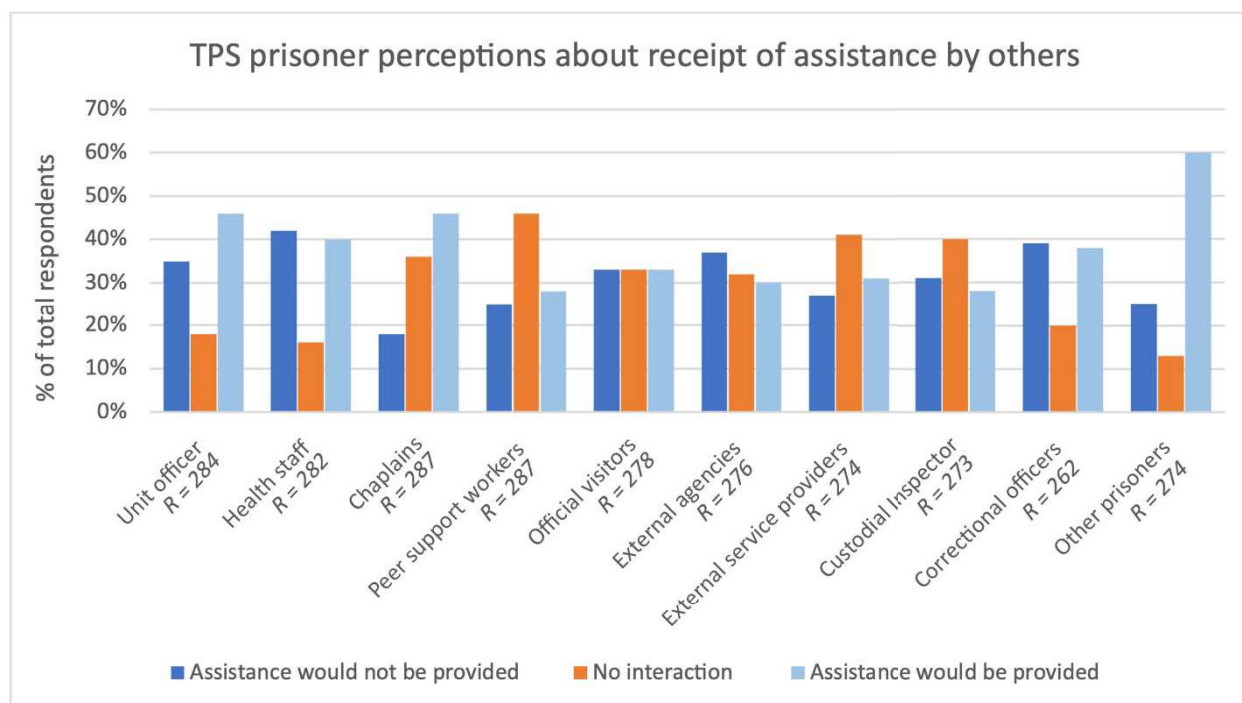


Table 2.8 – Prisoner perceptions about receiving assistance from others when experiencing an issue of concern.

Question 11.4

Three-hundred and one prisoners responded to the question, *“How easy or difficult is it for you to speak to a peer support worker if you need to?”* Twenty-seven percent of prisoners indicated that they do not know how easy or difficult it is to speak to a peer support worker. A further 25% of prisoners reported that there are no peer support workers in their prison area. Of those who had accessed peer support workers, 26% reported that it is difficult to speak to a peer support worker. Of these, half (13%) indicated that it is quite difficult, and the other half (13%) indicated that it is very difficult to speak to a peer support worker. The remaining 22% of prisoners expressed that it is easy to speak to a peer support worker. Of these, 14% stated that it is quite easy and 8% that it is very easy to do so.

Alcohol and drugs

Questions 12.1 and 12.3

Prisoners were asked to report on their relationship with alcohol and drugs prior to entering prison. Of 313 prisoners, the majority (63%) said that they had an alcohol problem upon entering prison, while the remaining 36% of prisoners reported that they were not experiencing problems with their use of alcohol at this time. The remaining 1% (3) of prisoners provided responses that fell between ‘yes’ and ‘no’. These were labelled ‘in between’ so as not to misattribute meaning to the responses. Concerning both illicit drugs and medication not prescribed to the person taking it, of 308 prisoners 60% indicated that they had a problem with drugs upon entering prison, while 40% of prisoners reported that they did not.

Question 12.2

Prisoners were asked the question, *“Have you been helped with your alcohol problem in prison?”* Three-hundred and four prisoners responded, with over half (55%) indicating that they did not have a problem. Of the prisoners who reported experiencing a problem with alcohol, 38% indicated that they had not been helped with their alcohol problem while in prison, while the remaining 8% of prisoners expressed that they had been.

Questions 12.4 and 12.5

Three-hundred and eleven prisoners responded to the question about whether they had developed a problem with illicit drugs since they came into prison. A large

number of prisoners (69%) said that they had not developed a problem with illicit drugs in prison. However, 30% of prisoners reported that they had. One prisoner indicated that they were unsure whether they had or hadn't developed a problem with illicit drugs in prison and one other prisoner provided a response that fell between 'yes' and 'no'. This response was labelled 'in between' as its intended meaning was undecipherable. Three-hundred and eleven prisoners responded to the question about whether they had developed a problem with taking medication not prescribed to them since they came into prison. The majority of prisoners (73%) expressed that they had not developed a problem of this sort, although 26% agreed that they had developed a problem with taking prescription medication not prescribed to them. The remaining 1% (2) of prisoners provided a response that fell between 'yes' and 'no'. These responses were labelled 'in between' so as not to attribute value to the responses that was not intended.

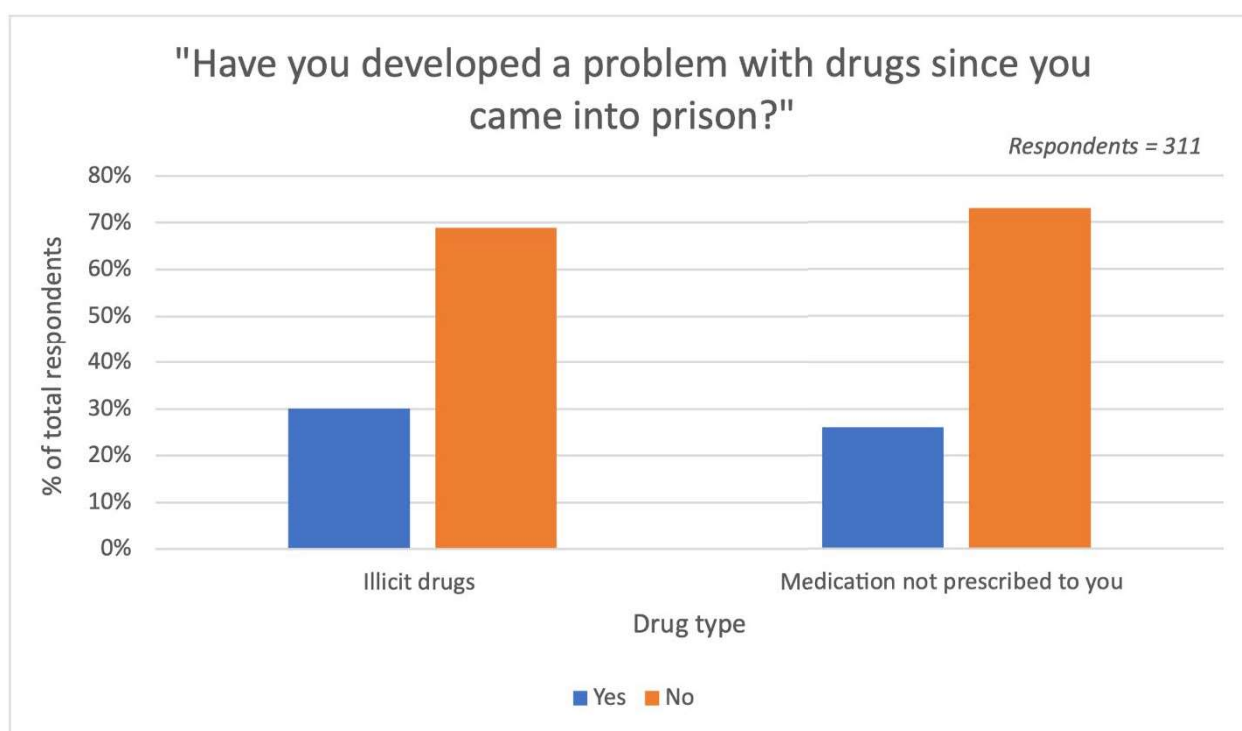


Table 2.9 – Prisoners' development of problems with illicit drugs and prescription medications upon entering a TPS prison

Question 12.6

Prisoners were asked whether they had been helped with their drug problem (illicit drugs and medication not prescribed to them) while in prison. Three-hundred and seven prisoners responded. Thirty-four percent of prisoners indicated that they do not have a drug problem. Over half of these responding prisoners reported that they

had not been helped with their drug problem, while 9% expressed that they had been helped with their drug problem whilst in prison. One prisoner indicated that they have 'sometimes' been helped with their drug problem, whereas another provided a response that fell between 'yes' and 'no'. This was labelled 'in between', given that the meaning behind the response was unable to be determined.

Questions 12.7 and 12.8

Three-hundred and eight prisoners responded to the question, *"It is easy or difficult to get illicit drugs in prison?"* Thirty-seven percent of prisoners reported that they do not know how easy or difficult it is to obtain illicit drugs in prison. Of those who do, a large number of prisoners (39%) reported that it is easy to do so. Specifically, 22% expressed that it is quite easy and 17%, that it is very easy to obtain illicit drugs in prison. The remaining 23% comprised those who expressed that it is difficult to do so. Specifically, 12% indicated that it is quite difficult to find illicit drugs in prison and 11%, that it is very difficult to do so. An individual prisoner provided a response that fell between 'quite easy' and 'quite difficult', this was labelled 'in between' as the meaning of the response could not be determined. Three-hundred and eight prisoners responded to the question, *"It is easy or difficult to get alcohol in prison?"* Forty-five percent of these prisoners reported that they don't know how easy or difficult it is to obtain alcohol in prison. Of the remaining 55% of responses, 38% of prisoners indicated that it is difficult to obtain alcohol in prison. Specifically, 23% expressed that it is very difficult and 15%, that it is quite difficult. The remaining 18% reported that it is easy to obtain alcohol in prison. Thirteen percent of these prisoners expressed that it is quite easy and 5% indicated that it is very easy to obtain.

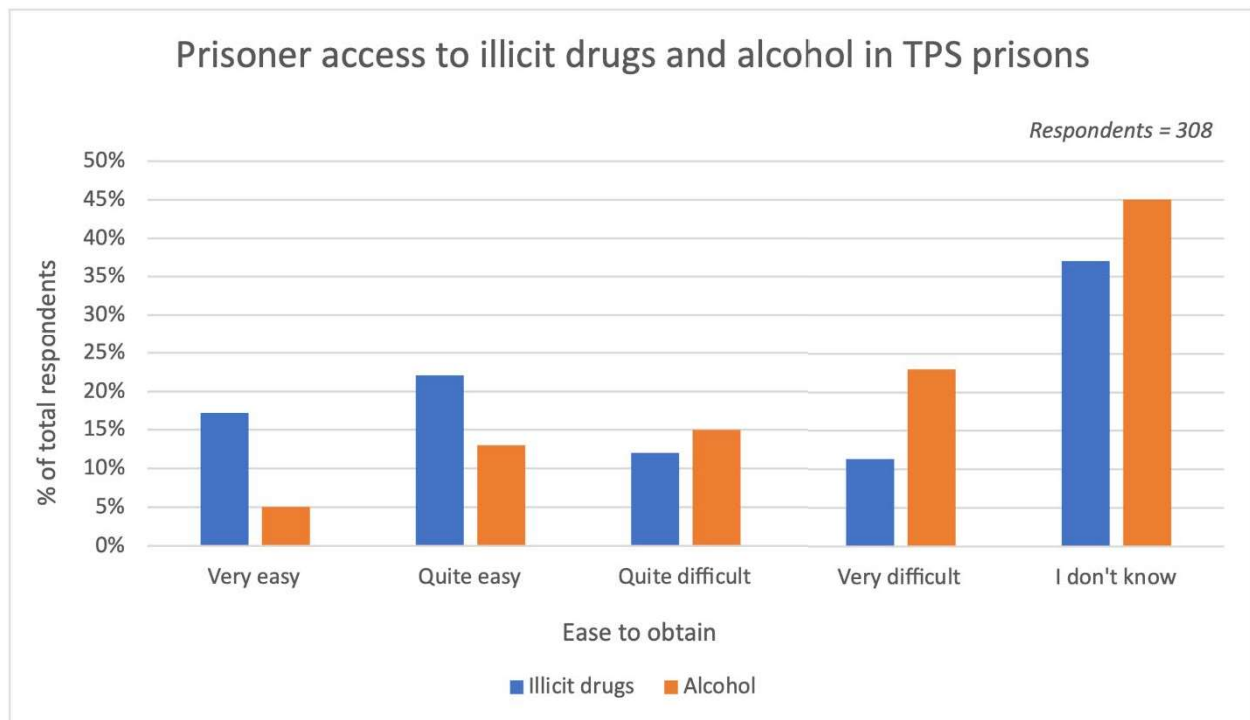


Table 2.10 – Ease of access by prisoners to alcohol and illicit drugs within TPS prisons



CASE STUDY

Survey #264

Pseudonym: Leone
Gender: Female
Security Classification: Minimum
Sentence: 6 months to 1 year
Age: 30 to 39
Not the first time in prison

Leone identifies a white female who is serving a sentence of between six months and one year. This is not her first time in prison.

She did not have a difficult time being processed in reception, claiming she was treated well, despite receiving no induction. She received nicotine replacement, showered, had something to eat, was given a free phone call and saw someone from healthcare. Despite this, she had difficulties getting phone numbers put on her account, problems contacting family and arranging care for children or other dependants, as well as housing worries. She felt depressed, had drug and alcohol withdrawal problems and even felt suicidal. Overall, she did not receive help with these issues.

Currently, Leone is in a cell of her own in the Vanessa Goodwin Units (VGU), where communal areas are very clean. Her intercom is answered within 5 minutes, she is adequately supplied with clean clothing, bedding, and sheets, she has access to cell cleaning materials and finds it quiet enough to relax and sleep.

Leone finds staff treat her with respect and have shown an interest in her welfare. Despite this, she says her case officer is not very helpful, she is not treated as an individual. She hardly ever sees senior management talking with prisoners, nor are prisoners consulted about unit issues.

Leone is not a religious person so the subject is not discussed.

Leone's contact with family and friends is somewhat problematic as they have difficulty visiting the prison. This has been somewhat overcome by the use of Zoom visits.

Time out of cell is adequate for Leone. She visits the library once a week however prefers not to use the gym as the equipment is located in the Hartz high lounge room.

Requests are made easily, though not dealt with fairly - but within seven days. Similarly, complaints are dealt with in a timely way, but are not dealt with fairly and are hard to make, although Leone has not been prevented from making one.

Leone finds it difficult to communicate with her legal representative and to get bail information. When legal visits do occur though, they are easy and she reports that her legal mail has not been compromised.

For Leone, access to health care personnel is quite easy for a nurse, very easy for therapeutic staff, quite difficult for a doctor and very difficult for a dentist, while their respective quality of service is quite good, very good, quite good and very bad. Leone indicated she does have a mental health problem for which she is receiving help. Her overall assessment of the health provision is 'quite bad'. Leone had a drug problem when she entered prison and is not receiving any assistance with it.

When asked who would help if she had an issue, Leone indicated 'yes' to all groups except health staff which was a 'no', she did not respond 'outside service providers' and had had no interaction with the Correctional Officer. She also indicated that there were no peer support workers.

Leone indicated that while she has felt unsafe in the prison, she feels safe now. She has experienced bullying and victimisation from other prisoners including verbal abuse, threats or intimidation, physical assault and 'other'. She said she would report it 'depending on who was bullying me'. Leone has no issues with staff.

Leone agrees that the use of rewards and privileges have a positive effect on her behaviour and agrees that she has been treated fairly under the scheme.

Regards education, skills and work, Leone claims that access to education and getting a prison job is both easy and would help on release and staff encourage her to engage with these. As far as the other options are concerned; vocational skills or training, voluntary work outside the prison or paid work outside the prison, she says these are difficult to access and she has not done them.

Leone does not have a sentence plan, knows nothing of targets and objectives and has not engaged in any programs.

Leone is preparing for release within the next three months and is getting help from the planning officer. She will need assistance with accommodation, employment, education / training, health and mental health support,

social care and reconnecting with family. She is very concerned about accommodation, employment, coping with drug addiction and finances as well as connecting with family and her children. She is only 'somewhat concerned' about dealing with outstanding charges and re-offending.

The level of support for Leone regarding all of these issues is mediocre at best. She has been provided some support around her health but little or no support for the remaining issues.

Leone's overall rating of the prison is three out of ten. She rates clothing, bedding, her unit and canteen as good, while rating as poor the amount and quality of food, laundry, organised sport, bathroom facilities, recreation and library.

Leone leaves us with the following message:

Helping prisoners with personal issues, housing, prison stigma and education would help to stop reoffending. There is nowhere near enough help with education, skills, training and reconnecting to family.

Safety

Questions 13.1 and 13.2

Three-hundred and ten prisoners indicated if they have ever felt unsafe in TPS prisons. Just over half (53%) of prisoners expressed that they have not felt unsafe whilst in prison. However, nearly half of responding prisoners (47%) indicated that they have felt unsafe in prison before. Three-hundred and five prisoners shared their current experience of safety, with the majority (86%) expressing that they do currently feel safe in prison. Twelve percent of prisoners reported that they currently feel unsafe and 2% (6) indicated that they lately sometimes feel unsafe in their prison area.

Question 13.3

Two-hundred and eighty prisoners responded to the question, *"Have you experienced any of the following types of bullying or victimisation from other prisoners?"* Prisoners were provided with a range of bullying behaviours to which they indicated their experience. Of the total number of prisoners, 36% indicated that they had not experienced any bullying or victimisation behaviour from other prisoners. The majority of prisoners (58%) reported that they had experienced verbal abuse, 52% threats or intimidation, 36% physical assault and other bullying and or victimisation and, 33% theft of canteen or property and 11% sexual assault from other prisoners.

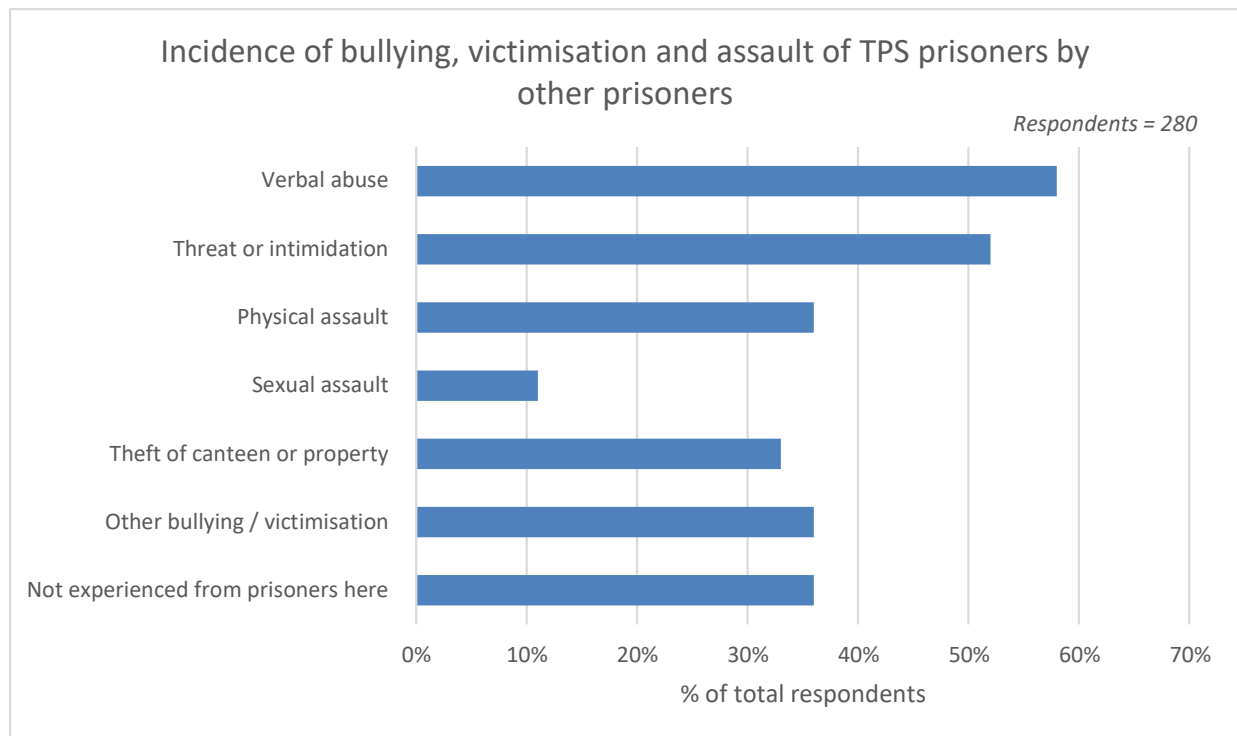


Table 2.11 – Bullying, victimisation and assault of TPS prisoners by other TPS prisoners

Question 13.4

Three-hundred and twelve prisoners responded to the question, *“If you were being bullied/victimised by other prisoners, would you report it?”* The vast majority of prisoners (79%) indicated that they would not report bullying or victimisation from other prisoners. Twenty percent of prisoners expressed that they would report such behaviour if it were to occur and the remaining 1% indicated that their willingness to report this behaviour would depend on the situation (2) or the person bullying or victimising them (1).

Major Themes were:

1. Reporting bullying and victimisation is not acceptable or ‘not the done thing’.
2. There are consequences for reporting bullying and victimisation.
3. Dealing with bullying and victimisation themselves.
4. Some prisoners answered yes.
5. Futility of reporting and,
6. Other.

Within this dataset, the theme which defines the discussion is the predominant view that reporting is not acceptable. It is referred to variously as 'being a dog' or 'dogging', 'being a give up', 'snitching', 'ratting or grassing'. In the words of one seasoned prisoner; "it is not the done thing. I came in 1999 - you don't do that". Many prisoners commented on the inevitability of adverse consequences and some elaborated on how certain consequences might unfold. Some suggested they would deal with the problem themselves. Despite the question clearly asking for prisoners to comment if their answer was 'no', a number answered 'yes'; with some providing reasoning for doing so. Some commented on the futility of reporting while a few made some inconsequential remarks. In summary, these comments show very clearly that reporting bullying and victimisation is not the 'done thing' and prisoners who pursued this course would have to bear the consequences. It would be fair to say that much bullying and victimisation goes unreported.

See *Appendix 3 Q13.4* summary for the full list of comments.

Question 13.5

262 prisoners responded to the question, *"Have you experienced any of the following types of bullying or victimisation from staff?"* Forty-six percent of prisoners reported that they had not experienced any bullying or victimisation behaviour from TPS staff. Of those who reported such behaviour, nearly half of prisoners (45%) indicated that they had received verbal abuse from TPS staff. Thirty-seven percent of prisoners had experienced threats or intimidation, 23% physical assault or other bullying or victimisation, 15% theft of canteen or property and 10% sexual assault by TPS staff.

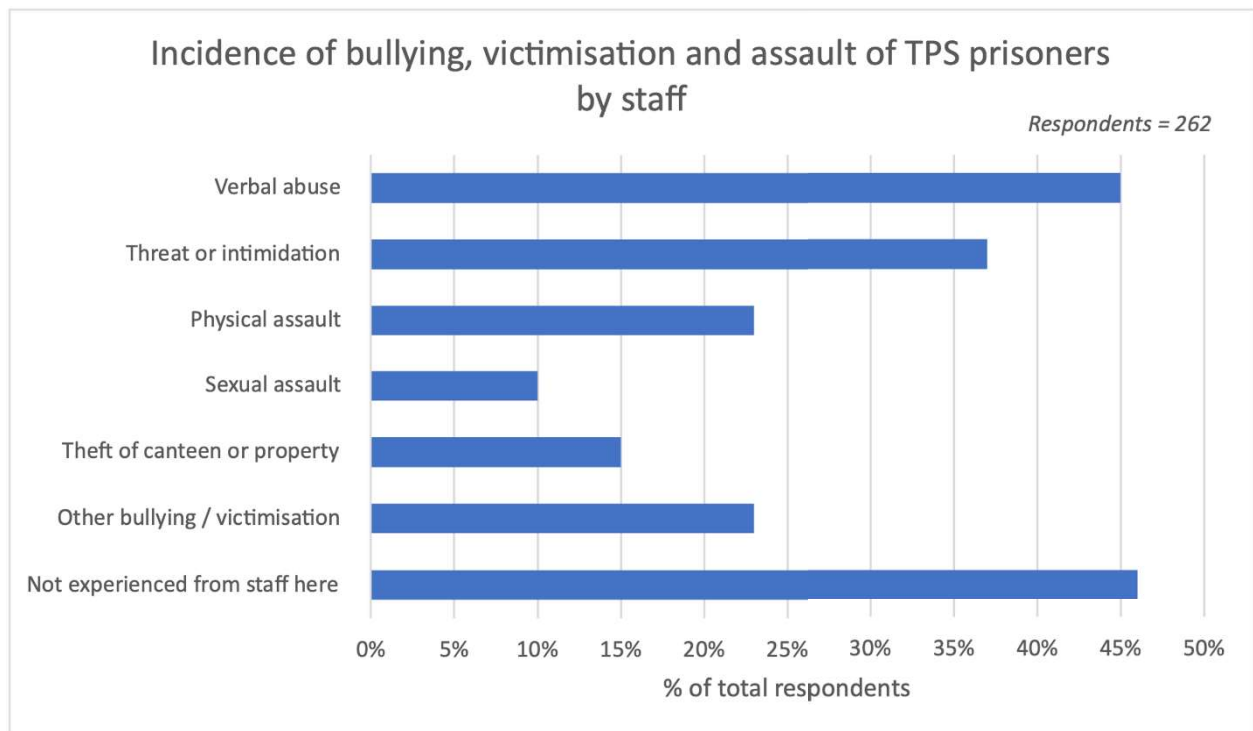


Table 2.12 – Bullying, victimisation and assault of TPS prisoners by TPS staff

Major themes (or in this case, types of / details of bullying and victimisation) were:

1. One type identified.
2. More than one type identified.
3. Other / general comments.

The survey question gave the prisoners a number of options and asked them to tick boxes against the categories outlined in [Table 2.12](#). In addition, they were asked 'what happened' and many simply wrote what they had ticked above in the box provided. Additional comments were also provided by the prisoners. Examples of bullying/victimisation included:

'One officer has made me feel uncomfortable by belittling me'

'Officer mouth off. I mouthed off back. I got punished'.

'Sexual assault; What happened; Don't wish to disclose information still going through court'

'poked in the forehead with a key by a supervisor, told I was going to get more than that in the head'

‘Personal property/canteen missing when left with staff. Use of control chemicals effects sleep - body aches and pains (joints, kidneys), makes you feel sick, headaches, dry mouth,

‘Strip search is a form of sexual assault!! One time they left me naked in a cell’.

See Appendix 3 Q13.5 for full list of comments.

Question 13.6

Two-hundred and eighty-five prisoners responded to the question, *“If you were being bullied or victimised by staff, would you report it?”* The majority of prisoners (66%) expressed that they would not report bullying or victimisation by staff members.

Thirty-four percent of prisoners agreed that they would report such behaviour if it were to occur. One prisoner provided a response that fell between the available ‘yes’ and ‘no’ responses. This response was labelled ‘maybe’ in line with the middle value of the two. Another prisoner indicated that they don’t know what they would do in this situation.

Major Themes were:

1. Reporting bullying and victimisation is not acceptable or ‘not the done thing’.
2. There are consequences for reporting bullying and victimisation.
3. Dealing with bullying and victimisation themselves.
4. Some prisoners answered yes.
5. Futility of reporting and,
6. Other.

As with the responses to Question 13.4, which referred to ‘other prisoners’ not staff, the predominant view is that the ‘code’ or omertà guides the majority of prisoners’ decisions when faced with the prospect of reporting being bullied or victimised by staff. The same themes emerged as did in Question 13.4. Some responses could sit under more than one heading. For example, ‘nothing happens about it anyway, just makes it harder on yourself, portrays a sense futility as well as - there could be consequences.’ Again, the discussion relating to Question 13.4 applies equally: Many prisoners commented on the inevitability of adverse consequences and some elaborated on how certain consequences might unfold. Some suggested they would

deal with the problem themselves. Despite the question clearly asking for prisoners to comment if their answer was 'no', a number answered 'yes'; with some providing reasoning for doing so. Some commented on futility of reporting while a few made some inconsequential remarks. In summary, the comments showed very clearly that reporting bullying and victimisation is not the 'done thing' and prisoners who pursued this course would have to bear the consequences. It would be fair to say that much bullying and victimisation goes unreported.

See *Appendix 3 Q13.6* for a full list of comments.

Behaviour management

Question 14.1

Three-hundred and one prisoners responded to the question, *“Do the incentives or rewards in this prison (eg. privileges, the Gordon Unit in RPC Medium or Division 1 in RBP) encourage you to behave well?”* Forty percent of these prisoners expressed that the incentives and rewards do not encourage them to behave well. This was followed by 33% of prisoners who indicated that they do not know what the incentives are and 27% that expressed that the incentives and rewards do motivate them to behave well. The remaining one percent (2) of prisoners provided responses that fell between 'yes' and 'no'. These were labelled 'in between' as their meaning was unable to be determined.

Question 14.2

Three-hundred and three prisoners reported their experience with the behaviour management scheme in TPS facilities. Forty-one percent of prisoners expressed that they do not feel as though they have been treated fairly in the behaviour management scheme. However, 27% of responding prisoners expressed that they did feel that they were treated fairly by the scheme. Nineteen percent of prisoners indicated that they do not know what the behaviour management scheme is. This was followed by 12% of prisoners who indicated that they do not know and one prisoner indicated a response that fell between 'yes' and 'no', expressing that they 'sometimes' feel as though they are treated fairly by the scheme.

Questions 14.3 and 14.4

Of three-hundred and eight prisoners, 81% reported that they had been physically restrained in the last 6 months, with 19% not being restrained in this period.

Two-hundred and eighty-nine prisoners indicated whether they had or had not receiving de-briefing after the restraint occurred. The majority of prisoners (68%) indicated that they had not been restrained in the last 6 months. Of those who had, 27% of prisoners expressed that no one had come to them afterward to speak about it. Three percent of prisoners reported that a staff member had spoken to them following a physical restraint experienced in the last 6 months and 2% (7) of prisoners indicated that they do not remember.

Questions 14.5 and 14.6

Of 288 prisoners, 22% (72) of prisoners had spent one or more nights in the Tamar or Franklin units in the last 6 months. These prisoners were asked various questions about their recent experience in these units. The total number of prisoners (72) indicated how they were treated by staff while residing in these units. Seventy percent of these prisoners expressed that they were not treated well by staff. The remaining 26% reported that they were treated well by staff in these units. One percent (2) of these prisoners provided a response that fell between 'yes' and 'no', expressing that they were treated 'average' by unit staff. A single prisoner provided another response that fell between the two response categories; however, they did not identify the meaning of this response. Given this, the response was labelled 'in between'. The total number of prisoners (72) indicated whether they knew why they were moved to the Tamar or Franklin units. The majority of prisoners (67%) agreed that they did know why they were moved to these units. Twenty-nine percent of these prisoners expressed that they did not know their reason for being there. The remaining 3% (2) of prisoners answered with responses that were not captured in those provided. These responses fell between 'yes' and 'no' and were provided with the label 'in between' so as not to attribute incorrect value to the responses, in the absence of understanding their intended meaning.

Ninety-seven percent (70) of the prisoners who spent time in the Tamar or Franklin units in the past 6 months indicated if they were able to shower and exercise outside every day. The majority of these prisoners (74%) were able to shower every day, however 26% of these prisoners were unable to do so. The majority of these prisoners (89%) were unable to go outside for exercise every day, with only 11% expressing that they were able to do so. Finally, 97% (70) of these prisoners indicated whether they could use the phone every day if they had credit. The vast

majority (94%) expressed that they were able to use the phone every day, with only 6% reporting that they were unable to do so.

Education, skills and work

Question 15.1

Prisoners were asked to indicate how easy or difficult it is to get into particular development opportunities within the prison. This includes education, vocational skills or training, a prison job and voluntary and paid work outside of the prison. Two-hundred and ninety prisoners discussed the state of getting into education programs. Nineteen percent of prisoners did not know how easy or difficult it is to get into education programs. Of those who did know, 18% stated that education is not available in their particular prison area, 39% expressed that it is difficult and 23% that it is easy. One prisoner provided a response that fell between 'easy' and 'difficult'. This was labelled 'in between' so as not to attribute incorrect meaning to the response.

With regard to vocational skills or training, 279 responded. Of these, 20% said that vocational skills or training is not available in their particular prison area and 25% indicated that they do not know how difficult it is to receive a place in these programs. Of those who indicated knowledge about this, 40% expressed that it is difficult to do so, while 14% reported it as easy. Of 294 prisoners, 8% said that prison jobs are not available for them in their area and 10% indicated that they do not know how difficult it is to obtain a prison job. An even split was observed with regard to the perceived difficulty of securing a prison job, with 42% reporting it as easy and 40% reporting it as difficult. One prisoner expressed that gaining a prison job is not 'easy' nor 'difficult', expressing a response that fell between the two. This was labelled 'in between' due to little knowledge about its meaning.

Of 292 prisoners, a large number (35%) said that voluntary work outside of the prison is not available to them in their prison area. Twenty-six percent of prisoners expressed that they don't know how easy or difficult it is to secure a voluntary job role outside of the prison and 36% expressed that it was difficult. The remaining 3% of prisoners indicated that it was easy to obtain such a role. Finally, the ability to secure paid work outside of the prison was met with 40% of prisoners who reported that it was not available in their prison area and 24% that were not sure how

challenging it is to achieve this. The remaining prisoners comprised 32% who claimed that securing such a position is difficult and 4% who expressed that it is easy.

Question 15.2

Prisoners were asked whether they had completed any of these development activities and if so, if they believed that they would help them upon release.

Thirty-nine percent of prisoners indicated that they had not done any form of education. Of those who had, responses were largely positive, with 40% of prisoners expressing that education would help them on release and 20% expressing that it would not. Nearly half of all 277 responding prisoners (48%) reported that they had not undertaken vocational skills or training. Of the prisoners who have had this opportunity, the vast majority expressed that vocational skills and training will help them upon release, with 14% reporting that they do not think this is the case.

Regarding paid work inside the prison, two-hundred and eighty-one prisoners responded. Twenty-one percent of these prisoners had not experienced a prison job. Of those who had, a nearly even split was observed, with 40% of prisoners expressing that this job would not help and 38% expressing that it would help them on the outside. Finally, two-hundred and seventy-three prisoners shared their opinion about voluntary and paid work outside of the prison and its application once released. The majority of prisoners reported that they had not experienced voluntary work (63%) or paid work (66%) outside of the prison. Of those who had, similar opinions were observed, with 24% and 22% of prisoners, respectfully, expressing that voluntary and paid would help them upon release. The remaining 13% of prisoners who had experienced voluntary work and 12% of prisoners who had experienced paid work reported that they do not think it will help them once released.

Question 15.3

Three-hundred prisoners responded to the question, *“Do staff encourage you to attend education, training or work?”* Ten percent of prisoners indicated that the question was not applicable to them as they are on remand. The majority (60%) reported that staff do not encourage them to undertake education, training or work. Twenty-nine percent of prisoners expressed that staff do encourage them to undertake these activities and the remaining 1% (3) of prisoners provided a

response that fell between 'yes' and 'no'. These responses were labelled 'in between' due to an inability to determine their intended meaning.

Planning and progression

Question 16.1

Two-hundred and ninety-five prisoners responded to the question about whether they had a sentence plan. Of these, 76% said that they do not have a sentence plan and 22% indicated that they do. Two prisoners indicated that they are unsure whether they do or do not have a sentence plan and one single prisoner expressed that they did not know what a sentence plan is.

Question 16.2

Two-hundred and ninety-one prisoners answered the question, *"Do you understand what you need to do to achieve the objectives or targets in your sentence plan?"*

Over half of prisoners (53%) said that they do not know what their objectives or targets are. Twenty four percent of prisoners agreed that they understood what was required of them to reach their objectives and targets and 22% expressed that they do not know what they need to do to achieve their objectives and targets. One prisoner indicated a response that fell between 'yes' and 'no'. This was labelled 'in between' due to an inability to determine its meaning. One other prisoner expressed that they 'sometimes' understand what they must do to achieve their objectives and targets.

Question 16.3

Two-hundred and eighty-one prisoners spoke about whether TPS staff are supporting them to achieve their objectives and targets. Nearly half of these prisoners (47%) indicated that they do not know what their objectives and targets are. Forty percent expressed that staff do not support them to achieve the objectives and targets listed in their sentence plan. Twelve percent of prisoners reported that they do feel as if staff support them in achieving this. The remaining two prisoners provided responses that fell outside of those provided. One prisoner provided an answer that fell between 'yes' and 'no', labelled 'in between'. One other prisoner expressed that staff 'sometimes' support them to achieve their objectives and targets.

Question 16.4

Prisoners were asked about their completion of particular programs and activities and the capacity of these programs to help them to achieving the objectives and targets in their sentence plan. Two-hundred and eighty prisoners shared their experience of this with regard to offending behaviour programs. The majority of prisoners (69%) reported that they had not undertaken offending behaviour programs. Of those who had, 17% expressed that they did help and 14% that they did not. Two-hundred and seventy-one prisoners spoke about various other programs. The majority of these (66%) reported that they had not completed other programs. Of those who had, 19% expressed that they helped and 15% that they did not. Of 266 prisoners, the majority (68%) had not undertaken one-to-one work. Of those who had, a higher number of prisoners (19%) reported that one-to-one work was helpful for them in achieving their objectives and targets, as opposed to not helpful (12%). Finally, sections where prisoners exit the prison for a period of time for the purposes of resocialisation and reintegration were spoken about by prisoners. Again, the majority of prisoners (80%) had not experienced these transition sections. Of those who had, opinions were split, with 11% claiming that sections did not help them and 9% stating that they did help them to achieve the objectives and targets laid out in their sentence plan.

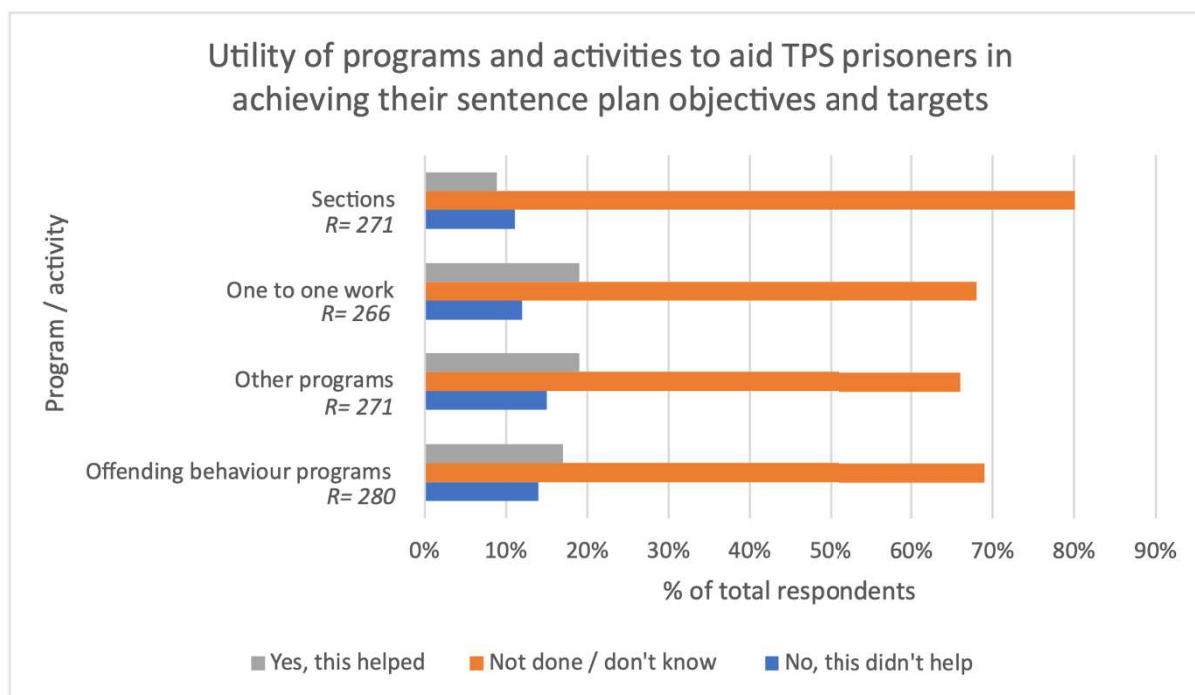


Table 2.13 – TPS prisoners' perspectives on the utility of programs and activities to aid achievement of the objectives and targets in their sentence plan

Preparation for release

Question 17.1

Of 303 prisoners, from the time of survey conduction, 30% (92) indicated that they expect to be released in the next three months' time. Fifty-five percent of prisoners said that they are not due to be released in the next three months and 15% indicated that they did not know whether they would be released within three months' time. Many prisoners who were not due to be released in the three months following the survey responded to the subsequent questions reserved only for those who were, regardless of a notice on the survey asking them to skip ahead. As a result of this, only the results for those who reported that they were three months from release in question 17.1 were reported as findings for subsequent questions.

Question 17.2 and 17.3

Of those who reported that they were due to be released within three months from the conduction of the survey, 88 prisoners responded to the question about from who they are receiving help to prepare for their release. Over half of these prisoners (55%) reported that they were not receiving help, and 44% said that they were receiving help to prepare for their release. Forty-four prisoners answered the question, *"Who is helping you? Please tick all that apply,"* with regard to particular staff inside and outside of the prison. Of these prisoners, 59% said that they were receiving help from a planning officer, 30% from a correctional officer, 16% from a probation officer, 11% from an external service provider and one prisoner from 'TPS therapeutics.' However, this prisoner did not specify the type of staff member from which they were receiving help. Seven prisoners were receiving help from multiple professionals. This includes four prisoners who were receiving help from two professionals and three prisoners who were receiving help from three professionals.

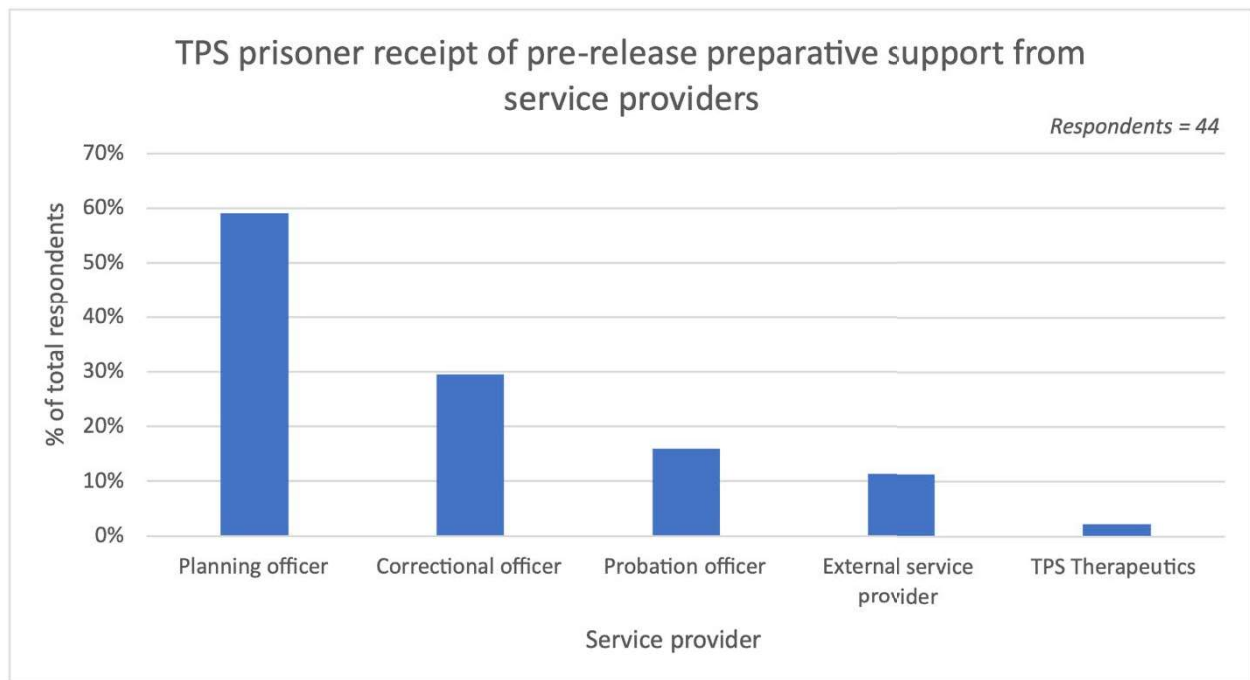


Table 2.14 – Receipt of pre-release preparative support by TPS prisoners

Ninety-three prisoners provided details or comments about who is helping them upon release, listed below:

Absolutely no one other than family.

community corrections after drug court

Correctional officer x15

Correctional officer; Planning officer; Probation officer x3

Correctional officer; Probation officer

Daughter

don't really have support

External service provider x6

External service provider; Ian beyond the wire

External service provider; lawyer

External service provider; some worker

'Helping??'

I'm living in darkness & fear associated with uncertainty.

life skills coach XXXX & S.A.S.S

Myself

No one x19

NO ONE ATM

No one has spoken with me about any of this - ever

No one is helping me as I'm not sentenced.

None of them

planning and reintegration

Planning officer x23

Planning officer; External service provider x2

Planning officer; XXXX is very helpful - reintegration

Planning officer; Probation officer x2

Planning officer; Probation officer; External service provider

Probation officer x3

TPS Therapeutics

See also *Appendix 3 Q17.3*.

Question 17.4

Prisoners were asked whether they are receiving help with regard to particular basic needs required to be organised prior to release. This included employment, accommodation, education or training, welfare benefits, finances, drug and alcohol support, health and mental health support, social care support and re-connecting with family and friends. Eighty-three prisoners commented on the help that they are receiving regarding employment. Of these prisoners, half (50%) stated that they are not receiving help, but that they do require it, 40% of prisoners said that they are not receiving help and do not need it and 10% of prisoners said that they are receiving help. Of 83 responding prisoners, 41% reported that they did not require and were not receiving help with accommodation for their release. Forty percent of prisoners indicated that they required help but were not receiving any assistance and 19% stated that they were getting help with organising accommodation.

Seventy-seven prisoners reported on the assistance they had received regarding education or training. Over half of these prisoners (51%) reported that they are not receiving help and do not require it. Forty percent expressed that they are not receiving help but that they do require it and 9% that they are getting help with education or training.

Seventy-eight prisoners responded to the question about the help that they were receiving with regard to welfare benefits. Nearly half of these prisoners (49%) stated that they did require but were not receiving help for welfare benefits. Thirty-two percent expressed that they did not require help and were not receiving it and 19% of prisoners reported that they were receiving such help. Regarding support with finances, 76 prisoners shared their experience. Forty-two percent of these prisoners stated that they did not need help with finances and were not receiving any, 39% expressed that they do need help with finances but were not currently receiving any and 18% reported that they were receiving help.

Regarding health and wellbeing, 79 prisoners commented on the help that they are receiving surrounding drug and alcohol support. Forty-three percent of prisoners indicated that they were not receiving help and did not require it, 39% expressed that they need help but were not receiving it and 18% reported that they were receiving help. Of 80 prisoners, 44% indicated that they require but are not receiving support for physical and mental health upon release. Thirty-eight percent of prisoners stated that they are not receiving help, but do not require it and 19% expressed that they are receiving help. Of 78 prisoners, over half (51%) reported that they do not need social care support for their release, and thus, are not receiving it. Thirty-six percent of prisoners expressed that they do need social care assistance but are not receiving it and 13% expressed that they are getting such help. In the same vein, 41% of prisoners indicated that they do not require help to re-connect with family and friends on release, while nearly the same number (40%) expressed that they are not receiving help but do require it and 19% indicated that they are receiving help.

Question 17.5

Prisoners were asked to share how concerned they are about particular aspects of their situation when thinking about their release. This includes housing, employment, finances, connection with family, outstanding debts and charges and reoffending. Eighty-three prisoners responded to the question about finding suitable

accommodation. Eight percent indicated that the question was not applicable to them. Of those where it was applicable, 35% expressed that they are very worried about finding suitable accommodation, 33% expressed that they are not at all worried, 17% reported that they are somewhat concerned and 7% that they are not very concerned about finding suitable accommodation. Eighty-three prisoners responded to their concern about finding employment. Eleven percent indicated non-applicability of the question to their situation. Thirty-three percent of prisoners to whom the question applied expressed that they were very concerned about finding employment, 29% not at all concerned, 19% somewhat concerned and 8% not very concerned.

Regarding finances, 80 prisoners answered the question about their financial stability upon release. Ten percent of prisoners stated that the question was not applicable to them. A higher number of prisoners indicated that they were concerned with their financial stability upon release. Thirty-eight percent of prisoners expressed that they were very concerned, 26% not at all concerned, 20% somewhat concerned and 6% not very concerned with their financial stability post-release. Seventy-eight prisoners expressed their concern about outstanding debts that they may have. The question was not applicable to 17% of prisoners. Of those to who it was applicable, 32% reported that they are very concerned about their outstanding debts post-release, 31% expressed that they are not at all concerned, 14% that they are somewhat concerned and 6% that they are not very concerned.

On the topic of health and wellbeing, 79 prisoners discussed their concern about coping with a drug or alcohol addiction once on the outside. Ten percent of prisoners indicated that this question was not applicable to them. Of the remaining prisoners, 38% expressed that they are very concerned about coping with addiction, 30% not at all concerned, 14% somewhat concerned and 8% not very concerned. Regarding the management of prisoners' physical and mental health, 9% of prisoners expressed the inapplicability of the question to their situation. Of 80 prisoners, 34% claimed that they were not at all concerned, while 28% expressed that they were very concerned, 24% somewhat and 6% not very concerned with managing their health.

Prisoners seemed to be more concerned than unconcerned with regard to connecting with their family upon release. Eight prisoners provided a 'not applicable' response. Of those to which the question applied, 35% claimed that they were not at

all concerned about connecting with their family. Thirty-two percent of prisoners expressed that they were very concerned, 20% that they were somewhat concerned and 5% that they were not very concerned. On the same vein, slightly more prisoners seemed concerned rather than unconcerned about connecting with their children. Nineteen percent expressed the inapplicability of the question to their situation. For those to which the question is applicable, 35% stated that they were very worried, 26% not at all worried, 16% somewhat worried and 5% not very worried about connecting with their children. Related to this is the presence of Family Violence Orders (FVOs) or restraining orders in prisoners' situations. Twenty-seven percent indicated non applicability of the question to them. Of the remaining prisoners, 39% expressed that they are not at all worried, 21% very worried and 12% somewhat worried about FVOs or restraining orders. A remaining single prisoner reported that they are not very worried about such matters.

Finally, with regard to offending, prisoners were asked how concerned they are about dealing with any outstanding charges or warrants and re-offending again in the future. Of 76 prisoners, 38% indicated that they were not at all worried, 17% very worried, 13% somewhat worried and 5% not very worried about any outstanding charges and warrants. Finally, 77 prisoners indicated how concerned they were about re-offending once released. Eight percent of prisoners indicated that re-offending is not applicable to them. Thirty-six percent expressed that they are not at all worried, 32% very worried, 21% somewhat worried and 3% not very worried about re-offending upon release.

Question 17.6

Prisoners were asked to reflect on the support that they have received in prison with regard to particular areas and to indicate how satisfied they are with regard to this, by indicating the amount received. Twenty percent of prisoners indicated that accommodation support was not applicable to them. Eighty-two prisoners responded to questions about how they felt about the accommodation, employment and financial support they had received. The majority of these prisoners (56%) said that they had received no support to find suitable accommodation. Of those who received support (25%), 11% expressed that they received 'a little support', 9% good support and 5% some support. Of 82 prisoners, the majority (67%) indicated that they have not received support to find employment while in prison. A further fifteen percent of

these prisoners indicated that the question did not apply to them. Of those who received support (18%), 7% indicated that they have received a little support, 6% good support and 5% some support. To secure financial stability while in prison, 23% of the total prisoners indicated that the question did not apply to them. Of those who responded, just over half of prisoners (51%) reported that they have not received support to become financially stable, 10% indicated that they have received a little support, 9% good support and 7% some support.

With a focus on health, 78 prisoners responded to the topic of drug and alcohol addiction. Twenty-two percent indicated that the question was not applicable to them. Of those who said it was, just over half (54%) of prisoners expressed that they had received no help for coping with a drug or alcohol addiction while in prison, 10% received a little support for coping with addiction, 9% received some support and 5% received good support. Regarding management of their health, eighty-one prisoners responded. Twelve percent indicated that health management was not applicable to them. Of the responses, over half of the prisoners (56%) expressed that they have received no support for managing their physical and mental health. Of those who had (32%), 17% expressed that they received a little support, 10% some support and 5% good support.

On the topic of family issues, with regard to connecting with their family and children, eighty-two prisoners responded to this question. Sixteen percent of prisoners indicated that connecting with family was not applicable to them. Of those where it was, over half (55%) reported that they had received no support to connect with their family. The remaining 29% of prisoners had received support, with 12% claiming receipt of a little support, 11% some support and 6% good support to connect with their family. Twenty-six percent of prisoners indicated that the question did not apply to them. Of the remaining, just under half (48%) of prisoners said that they have received no support in prison to connect with their children. Of those who have received support, 13% reported receiving a little support, 9% some support and 5% good support. On the issue of family, 80 prisoners expressed an opinion about the support that they have received in prison to address an FVO or restraining order. This question did not apply to 43% of prisoners. For those to which it did apply, 45% reported that they had received no support, while the 13% who did receive support

expressed that they received a little support (9%), good support (3%) and one other prisoner, some support.

Eighty prisoners commented on the amount of support received to deal with any outstanding debts, charges and warrants. Thirty percent stated that the dealing with outstanding debts was not applicable to them, nearly half of reporting prisoners (48%) expressed that they have received no support and 23% reported experiencing support. Of these latter prisoners, 9% reported experiencing a little support, 8% some support and 6% good support to deal with outstanding debts while in prison. With respect to outstanding charges and warrants, 41% of responding prisoners indicated that the question did not apply to them. Of those that the question did relate to, under half of prisoners (45%) expressed that they have received no support, while 15% reported receiving support. Of these, 8% indicated a little support, 4% some support and 2% good support. Finally, prisoners were asked about the support that they have received in prison to desist from crime and not to reoffend again in the future. Of 80 prisoners, 16% indicated that the question was not applicable to them. Of the remaining, 54% indicated that they have received no support, while 31% expressed that they had. Specifically, 13% reported that they received good support, 10% a little support and 8% some support to not reoffend in the future.



CASE STUDY

Survey #16

Pseudonym:

Simon

Gender:

Male

Security Classification:

Minimum

Sentence:

Indefinite release

Age:

70+

First time in prison

This survey was selected as it relates the views of someone who is elderly, has been incarcerated for a long time, with an indefinite release date. Subsequently, there is no data or discussion on release planning.

On reception to prison, many years ago, Simon was treated well, however he does not remember how long he spent there.

On arrival in prison, he experienced many of the expected problems such as depression, organising phone numbers, contacting family, property issues, concerns about financial matters and requiring protection from other prisoners.

A prisoner's property may be all they own in the world and he was moved to comment about this by stating "We were recently ordered to dispose of stored property or lose it!"

Responding to 'first night and induction' Simon had nothing positive to say stating that he not been offered anything, had no induction, felt unsafe, was put into a dirty cell, and to date has had no induction as he has moved to different units over the years.

In contrast, Simon's current unit does provide him with a cell of his own, access to a shower every day, cleaning materials and clean bedding and clothing. He regards the communal areas in the unit as quite clean.

His relationship with staff is problematic as he does not feel that they treat him as an individual. He knows who his case officer is, however, receives no help from that individual. He did add "This is not always their fault as their first responsibility is to management not to us." Simon hardly ever sees prison superintendents, directors or senior managers talking to prisoners.

Regarding prisoners being consulted about things like food, canteen, health care or unit issues, he says while this does occur, nothing ever changes.

Simon is not a religious person, so the subject of faith is not discussed.

His relationships outside of prison are very limited and he reported that he has difficulty getting family and friends to the prison. While he stated that he doesn't have visits, he later commented; "perhaps 1 or 2 a year". He has not utilized Zoom visits stating he has "no one available to connect to".

The amount of time Simon spends out of his cell is between 2 and 6 hours whether weekday or weekend. The unlock and lockup times in his unit are not strictly adhered to. While he does get to exercise outside 3 to 5 days per week, he does not go to the gym due to problems with other prisoners. He frequents the library about once a week.

Simon says requests are easy to make and are dealt with fairly (depending on who deals with the request and what it is for), however while it is easy to make a complaint, they are neither dealt with fairly, nor in a timely fashion. He added that while he has not been prevented from making a complaint, he stated: "Not actually prevented but certainly warned off." His access to legal services is easy, however, he has had his mail opened by staff when he wasn't present.

Simon's health care needs are not high. He has not required assistance from the dentist or therapeutic staff and while he finds access to the nurse easy, it is more difficult to see the doctor. Overall, he rates the provision of health care as quite good. Despite this, Simon does claim to have a disability and that he is getting help for it but did not elaborate.

When asked who could support him if he had an issue he was concerned about, he named health staff and the Custodial Inspector, 'no' to the COs and other prisoners and claimed he had no interaction with the other seven groups. He said there were no peer support workers.

Simon has no preexistent or current problems with alcohol and drugs. He did note that while he did not know about alcohol in prison it was quite easy getting illicit drugs.

Simon's safety concerns have varied. He currently does not feel unsafe, however has been subjected to bullying and victimization by other prisoners over the years. When asked whether he would report this bullying/victimization he answered "no" and stated "because the usual result is that "little or nothing happens and you are left to deal with it alone or go to a protection unit".

Simon named being a victim of bullying/victimization by staff. He would not report this as "matters would largely become worse".

Simon has no knowledge of the behavioral management scheme at the prison and has not been physically restrained in the last 6 months.

Regards education, skills and work, Simon states that access to education for him is easy and staff do encourage this, however due to his sentence, he had little to add in terms of how this might assist him on release as well as responses to 'planning and progression'.

His overall assessment of his quality of life in the prison is two out of ten. He names library, sport, his unit, and access to the library as good and the other categories as poor.

When asked 'Is there anything else you'd like to tell us?' he stated:

I would like to mention that there are officers here that do care. They are both helpful and friendly in their dealings with you. However, few of them are in the middle or senior management and so have little effect on the prison as a whole. There is no doubt that these decent individuals are blocked from rank and positions where they could influence their fellow officers or prisoners in any significant way. Nothing will change until a Director is appointed who will encourage the necessary change and employ officers with the education and attributes to put change into effect!

Overall

Question 18.1

Prisoners were asked to rate the quality of life in their prison, based on their experience, from 1 (low quality of life) to 10 (high quality of life). Across two-hundred and eighty-one prisoners, the responses were spread, although most fell toward the negative end of the scale. Twenty percent of prisoners rated quality of life at TPS prisons as a 1 on the scale, followed similarly by 5 (20%), 3 (15%), 4 (14%), 2 (11%), and 6 (8%), 7 (6%), and 8 (3%). The remaining four percent of prisoners provided their response with a numeric value that fell between the categorical values of two whole numbers. These values were labelled according to the mid-point between these two numbers. This included 3 responses indicating the quality of life in prison as '3.5', 2 responses indicating the quality of life in prison as '0', 2 responses indicating the quality of life in prison as '2.5' and 1 response indicating the quality of life in prison as '8.5'. **Figure 2.1** provides a visual representation of quality-of-life ratings across prisoners.

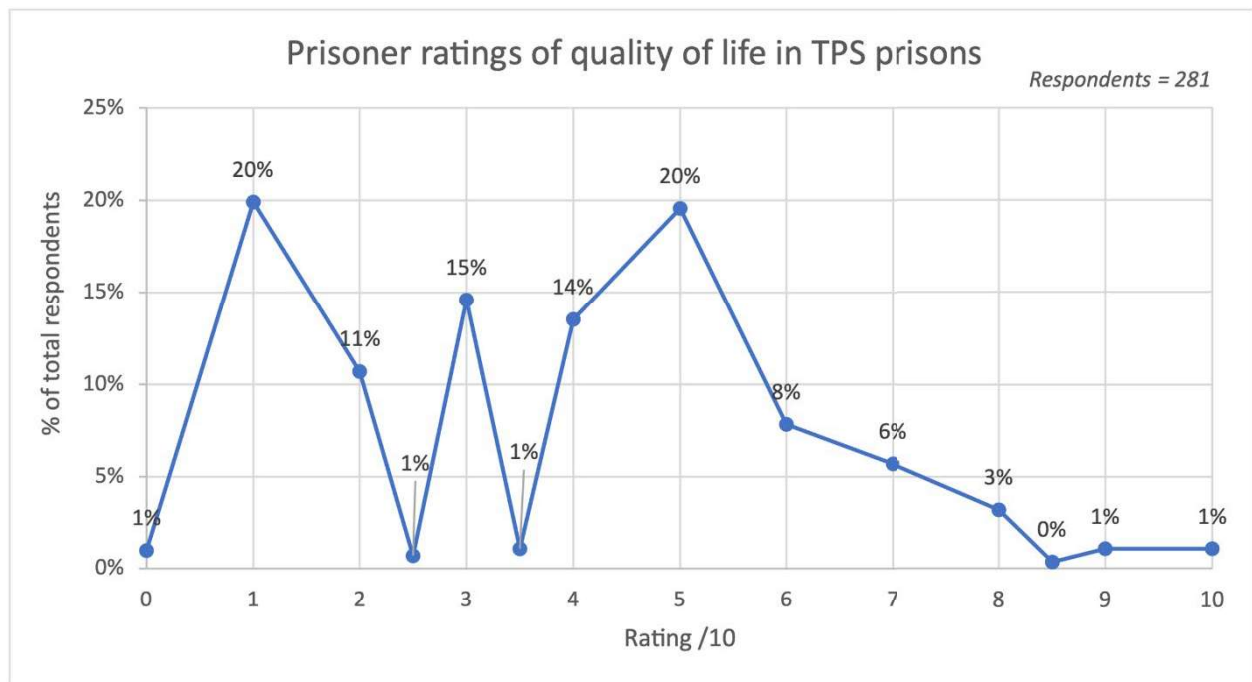


Figure 2.1 – Prisoner ratings of quality of life in TPS prisons

Question 18.2

Prisoners were asked to provide their overall opinion on a variety of services and amenities relating to life in TPS prisons, by rating these services and amenities as either 'good' or 'poor'. Two-hundred and ninety-five prisoners responded to the first question. Seventy-one percent of prisoners indicate that the quality of food in the prison is poor, with 27% expressing that the food quality is good. The remaining 1% of prisoners provided a response that fell between 'good' and 'poor' (3). This was labelled 'in between' so as not to attribute incorrect meaning to the responses. One single prisoner identified another response that was not encapsulated in the options listed, expressing that the quality of food in the prison is 'very poor'. Three-hundred and one prisoners provided opinions on the amount of food provided to them in prison. The majority of these prisoners (61%) reported that the amount of food they receive is poor. Thirty-eight percent of prisoners expressed that the amount of food they are provided with is good. The remaining 1% of responses included 2 prisoners who indicated a response that fell between 'good' and 'poor'. This was labelled 'in between'. One remaining prisoner expressed an answer not encapsulated in response options, stating that the amount of food provided is 'very poor'.

Two-hundred and ninety-eight prisoners expressed their opinion about the clothing that is issued to them. The majority of responding prisoners (61%) indicated that this

clothing is poor. Thirty-nine percent of prisoners expressed that the standard issue clothing is good and the remaining 1% of prisoners provided responses that were not encapsulated in the options provided. Four prisoners reported a response that fell between 'poor' and 'good', this was labelled 'in between'. One other prisoner expressed an answer stronger than 'poor', claiming that the clothing issued to them is 'very poor'. Two-hundred and ninety-six prisoners provided their thoughts about the laundry services in the prison. Over half of prisoners (55%) said that laundry services are good, with 44% reporting them as poor. The remaining 1% of prisoners provided answers that were not encapsulated in the responses provided. Two prisoners indicated a response that fell between 'poor' and 'good'. This was labelled 'in between'. One prisoner indicated that the laundry services are 'reasonable' and one other prisoner expressed that the laundry services are 'very poor'.

Two-hundred and ninety-eight prisoners shared their thoughts about the bedding and unit in which they are housed at TPS. Over half of these prisoners (55%) reported that they find the bedding to be good. Forty-five percent of prisoners expressed that they find the bedding to be poor. The remaining 1% of prisoners provided answers that were not encapsulated in the responses provided. Two prisoners indicated a response that fell between 'poor' and 'good'. This was labelled 'in between' and, a single prisoner indicated that the bedding is 'very poor'. Regarding prisoners' unit, 53% expressed that they found it to be good. Forty-six percent reported that their unit is poor, and 1% of prisoners (3) provided a response that fell between 'poor' and 'good', that was labelled 'in between'. One prisoner reported a response that was not listed as an option, reporting that their unit was 'very poor'.

Two-hundred and ninety-seven prisoners expressed their views about the canteen services at TPS. Over half of these prisoners (60%) expressed that TPS canteen is poor. Thirty-eight percent of prisoners reported that the canteen was good. Two percent of prisoners provided a response that was not captured in the available response options. This included five prisoners who reported a response that fell between 'poor' and 'good', labelled 'in between', and one single prisoner provided a response that the canteen service is 'very poor'. Of 288 prisoners, the majority (83%) expressed dissatisfaction with the amount of organised sport at TPS prisons. The remaining prisoners included 16% who reported that the amount of organised sport is good, one prisoner who reported a response not provided on the survey, that fell

between 'poor' and 'good', labelled 'in between', another single response that expressed that the amount of organised sport is 'very poor' and one prisoner who indicated that organised sport is not applicable to them. Regarding not applicable responses, it may be possible that prisoners who do not have access to particular facilities in their prison area may have responded to the question about that specific facility with the answer 'poor', rather than 'N/A', given that N/A was not an optional response provided.

Two-hundred and ninety-seven prisoners provided an opinion about the shower and bathroom facilities at TPS prisons. Over half of prisoners (55%) said that these facilities are good, with 44% indicating that the facilities are poor. The remaining 1% (5) of responses include 4 prisoners who indicated a response that fell between 'poor' and 'good'. This was labelled 'in between'. The single remaining response was from a prisoner who expressed a response outside of the options available, who expressed that the shower and bathroom facilities at TPS are 'very poor'. Two-hundred and eighty-two prisoners shared their thoughts about the gym facilities in their prison area. Over half of these prisoners (55%) indicated that the gym facilities at TPS are poor. Forty-five percent of prisoners indicated the gym facilities are good and the remaining 1% of prisoners indicated responses not provided as options on the survey. Three prisoners said that the gym facilities are not applicable to them, one prisoner provided a response that fell between 'poor' and 'good', that was labelled 'in between' and one prisoner reported that the gym facilities at TPS are 'very poor'.

Two-hundred and eighty-three prisoners shared their thoughts regarding their access to other recreation. The majority of these prisoners (82%) said that their access to other recreation is poor. Seventeen percent reported that they were happy with the other recreation they experience, reporting it as good. The remaining 1% of responses included one prisoner who indicated that other recreation is not applicable to him, one prisoner who provided a response that fell between 'poor' and 'good', labelled 'in between' and a single prisoner who expressed that prisoner access to other recreation is 'very poor'. Finally, 287 prisoners shared their opinion about their access to a library. The majority of these prisoners (58%) stated that their access is poor. Forty-one percent of prisoners reported that their access to the library is good.

A single prisoner expressed that access to a library is not applicable to them and another prisoner expressed that their access to a library is 'very poor'.

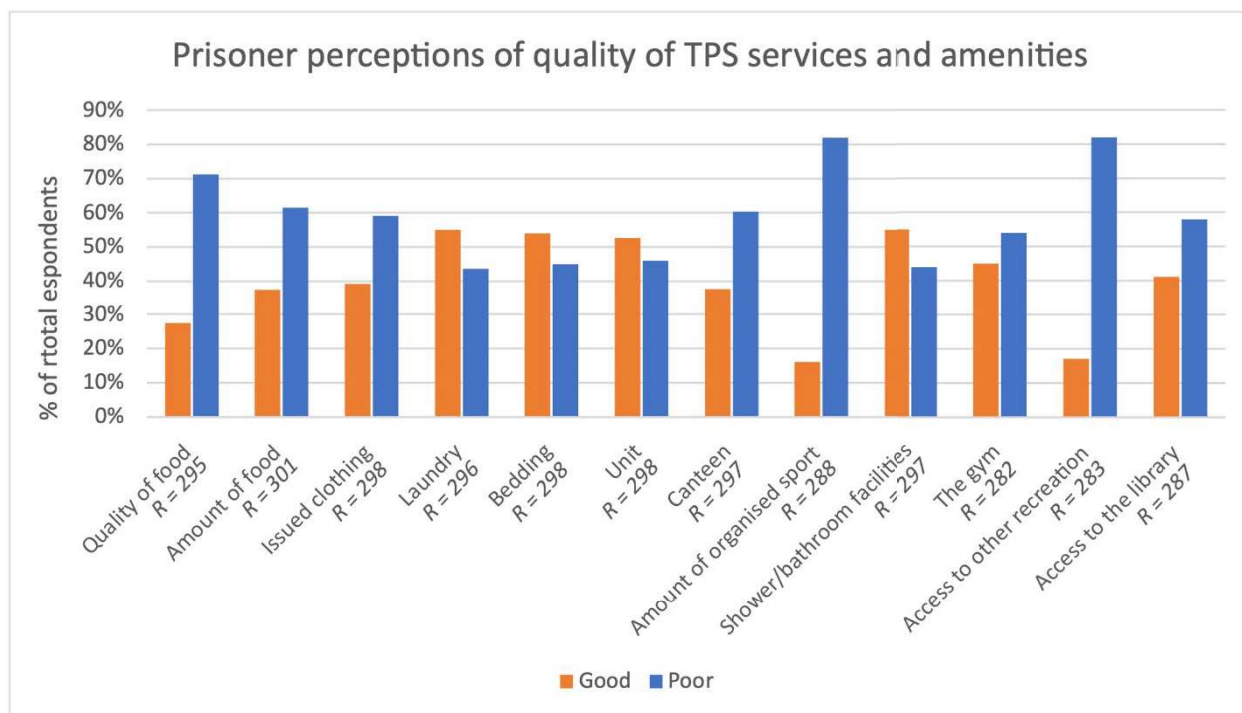


Table 2.15 – Prisoner perceptions about the quality of services and amenities at TPS prisons

General Comments

The final question of the prisoner survey was *Q 18.3 Is there anything else you'd like to tell us?* These comments have been aggregated in relation to the topic areas previously identified in the survey. For example, the general survey headings actually map the progression of the prisoner from 'Arrival and Reception' through to 'Preparation for Release'. The comments provided by the respondents have been placed under these headings, especially since some of the respondents went to the trouble of arranging their comments by referring back to specific survey questions and numbering them accordingly. Some respondents simply made short succinct comments, while other comments are more broad ranging. As a general rule, the latter were placed under appropriate headings. However, some were more suited to placement in the 'Overall and General Comments'. Common themes among these comments included prison food, lockdowns, quality of service provision and contact visits.

For the full list of these general comments see *Appendix 3 Q18.3*.

3.0 Staff Engagement Survey

Role expectations and entitlements

Staff were asked about the particulars of their position at the TPS, including the description of their role, aspects of the role and formal resources related to their role such as work, guidelines, policies and procedures. Two hundred and sixty-six respondents provided an answer with regard to the statement, *“My position description is up-to-date and accurately reflects the purpose, key duties and accountabilities for my role.”* Twenty-six percent of respondents provided a neutral answer in regard to the statement (that is, middle of the scale). The number of responses agreeing and disagreeing with the statement were similar, with 35% agreeing and 38% disagreeing with the statement. However, these responses differed in terms of the strength of agreement or disagreement, with 31% of respondents agreeing, 24% disagreeing, 15% strongly disagreeing and 4% strongly agreeing with the statement.

Two-hundred and forty-one staff members provided an answer in relation to the statement, *“I understand my employment provisions, core hours and information relevant to my employment with the TPS.”* Nine percent of responses were neutral. The majority of respondents indicated that they agreed with the statement (87%). Of these responses, 67% agreed and 20% strongly agreed with the statement. A remaining small number of staff disagreed (2.5%) and strongly disagreed (1.24%) with the statement.

Two-hundred and forty-one staff members responded to the statement, *“I know where and how, or who, to access for appropriate resources and information to undertake my role successfully.”* Over half of staff members agreed with the statement (66%), with 56% agreeing and 10% strongly agreeing. Twenty-one neutral responses were observed and 13% of staff did not agree with the statement, either disagreeing (9%) or strongly disagreeing (4%).

Given the nature of the environment of a prison, work health and safety is of great importance. Two-hundred and forty-one staff members responded to the statement, *“I am educated in and understand the TPS Work Health & Safety and Environmental Policies and Procedures.”* Regarding staff knowledge about these policies and

procedures, 20% provided a neutral response, 57% agreed that they are educated, 8% strongly agreed, 10% disagreed and 5% strongly disagreed.

With regard to the statement, *“I am kept up to date with current practices, policies, changes and workplace developments,”* 245 staff members responded. Twenty-six percent of respondents indicated a neutral answer with regard to the statement. For the remainder, there was an equal number of staff members (42%) agreeing (36% agree and 6.5% strongly agree) and disagreeing (21% disagree and 11% strongly disagree) with the statement.

Training, performance and development

Staff responded to a number of questions related to the training that they received as part of their role at TPS and the opportunities available to track their performance and to plan their development. Two-hundred and thirty-one staff members provided their opinion in respect of the statement, *“On commencing my role I was provided with the necessary entry-level and subsequent training to effectively perform my role.”* Neutral responses that were recorded totalled 15.5%. Over half of the staff agreed with the statement (53%), with a greater number who agreed with the statement (42%) rather than strongly agreed (10%). Conversely, 32% of respondents disagreed with the statement, with a greater number of staff strongly disagreeing (18%) over disagreeing (14%) with the statement.

For a similar question focusing on ongoing training, 224 staff members provided their opinion in relation to the statement, *“I am provided with the necessary ongoing training, tools and materials to succeed in my role and contribute to the success of the TPS.”* Nineteen percent of staff provided a neutral answer. Of those who provided a definitive response, the majority did not agree with the statement (61%), while a smaller proportion did (20%). Within negative responses, 31% strongly disagreed and 30% disagreed with the statement, while 14% agreed and the remaining 6% strongly agreed. Although a difference of 2 single respondents exists between the two questions, **Table 3.1** shows the responses for both questions concerning training, in order to provide information about the initial and subsequent and ongoing training that TPS staff members receive.

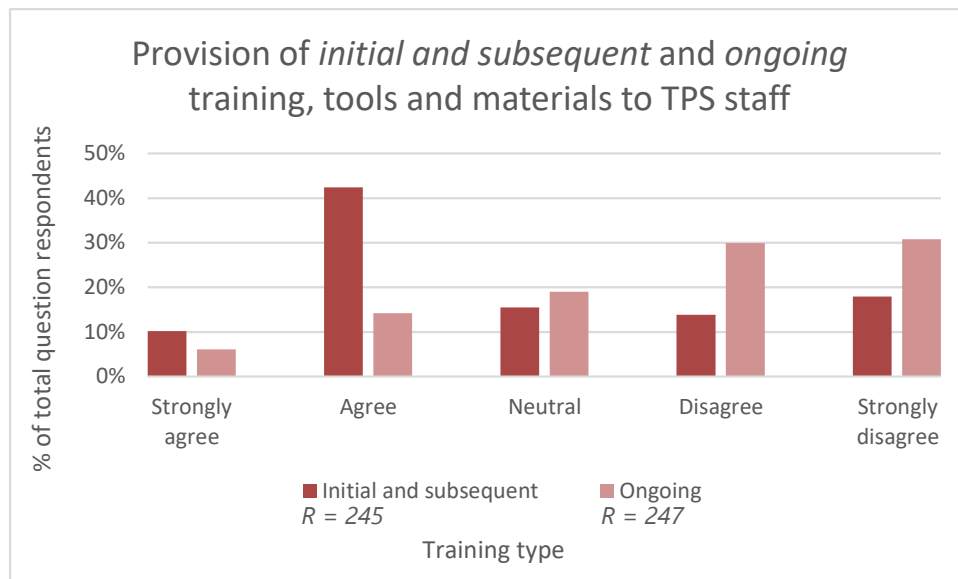


Table 3.1 – Staff receipt of entry-level, subsequent and ongoing training, tools and materials

Of 241 respondents, over half (56%) disagreed with the ability for TPS to adequately plan and budget funds and resources for staff to perform their role successfully (34% disagree, 22% strongly disagree). Twenty-seven percent of respondents provided a neutral response, which left a small percentage of respondents who agreed with the statement (17%), with 15% agreeing and only 2% strongly agreeing.

Two-hundred and forty-five staff members responded to the question about whether the TPS Performance Management Framework provides them with the opportunity to plan their performance (key role deliverables) and developmental opportunities. Twenty-four percent of the sample provided a neutral response. A much larger number of negative responses were recorded (57%) compared with positive responses (19.5%). Thirty-five percent of respondents disagreed and 22% of respondents strongly disagreed with the claim, while 15% agreed and 4% strongly agreed with the statement.

Opinions from staff about the contribution of their team to the organisational culture of the TPS were obtained through the survey. Two-hundred and fifty-six staff members provided a response to this topic, with 23% indicating their neutrality. Of the remainder, a greater number of staff disagreed with the statement, with 22% of respondents disagreeing and 19% strongly disagreeing with the claim. Of those staff providing a positive response, 30% indicated agreement and 5.5% strong agreement that their team contributes to the culture of TPS as an organisation.

Two-hundred and fifty-five staff members provided a response to the statement, *"I understand the strategic drivers and how my role contributes to the TPS's success in achieving outcomes."* Almost one-third of staff provided a neutral response (30%). Nearly half of staff members agreed (46.5%) with the statement; and there were 24% who disagreed with it. Of these, 37.5% of respondents agreed 9% strongly agreed, while 17% disagreed and the remaining 7% strongly disagreed.

The TPS Business Plan outlines the strategies for improvement within the TPS. This business plan was the first strategic plan to be developed that encompassed the whole of Corrective Services in Tasmania (Department of Justice, 2011). At the time of survey conduction, the previous business plan, 'Breaking the Cycle: A Strategic Plan for Tasmanian Corrections 2011-2020' was due to be updated. A statement was included in the survey regarding the plan, *"I was consulted and asked to contribute to the Tasmania Prison Service Business Plan."* Two-hundred and fifty-five staff members responded to the statement. Of these, 26% provided neutral responses. The majority of staff disagreed with the statement, reporting that they were not consulted about and asked to contribute to the TPS business plan (65%), with 36% strongly disagreeing and 29% disagreeing. A small number of remaining staff agreed that they were consulted (9%), with 6% agreeing and 3% strongly agreeing with the statement. Table 3.2 provides a representation of these responses, showing a large number of both neutral responses to the statement and staff who disagreed that they were liaised with about the new business plan.

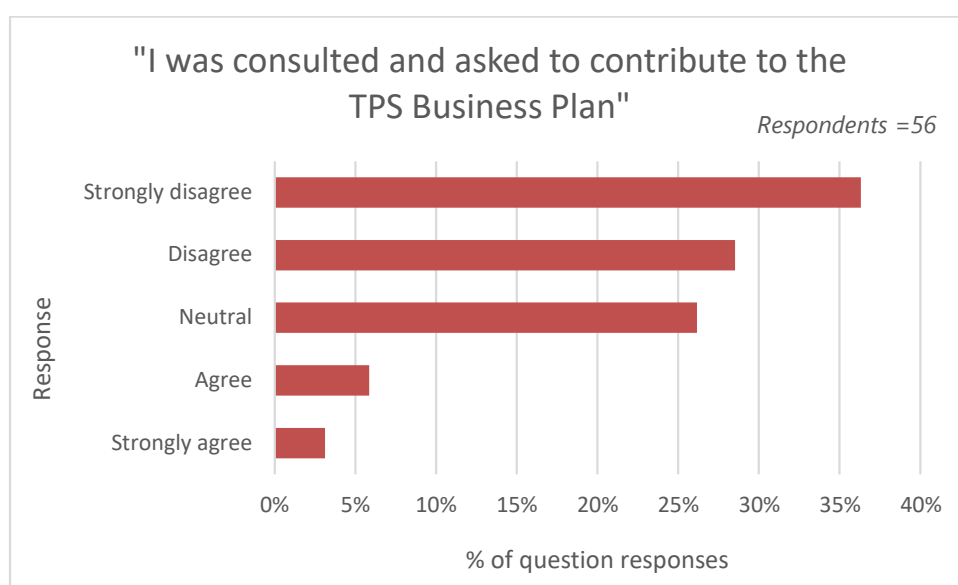


Table 3.2 – Staff consultation about and contribution to TPS Business Plan

Management and supervision

Management

A number of questions were asked of TPS staff that related to their perceptions about TPS management, which includes direct managers, supervisors and the Director and Senior Management Team (SMT). This section of the survey asked for the opinions of staff members regarding the ability and decision making of the various management teams at TPS. Focusing on the management team as a whole, 261 staff members provided an opinion about the confidence that they have in the TPS leadership and management team. Sixteen percent of these respondents provided a neutral response. Over half of the remaining respondents (63%) said that they do not have confidence in TPS management. Of these, 34% strongly disagreed and 30% disagreed about having confidence in the management team. Conversely, those who stated that they have confidence in their management mostly agreed (16%), with a small number strongly agreeing (5%) with the question.

Two-hundred and sixty-one staff expressed their feelings about whether they feel supported by TPS management. Twenty-one responses were neutral. The majority of respondents indicated that they do not feel supported by TPS management, with 32% strongly disagreeing and 25% disagreeing about having this support. The remaining 22% of responses included 16% who agreed and 6% who strongly agreed with the statement.

Two-hundred and sixty-one staff members provided their opinion about whether TPS management takes their feedback and concerns seriously. Twenty percent of responses were neutral. The remaining responses saw the majority of answers disagree with this claim (60%). Specifically, 31% of staff strongly disagreed and 30% disagreed that their feedback and concerns were being taken seriously. Positive answers comprised the remaining 19.5% of responses, with 15% percent agreeing and 4% strongly agreeing with the statement.

Staff were asked about whether the TPS management team is transparent in their decision making, both generally and specifically, when decisions are made that directly impact staff. Two-hundred and sixty-one staff members provided their perspective on the general transparency of TPS managements' decision making. The majority of respondents disagreed (70%) with this (that there is transparency in

management decision making), with the remaining staff providing neutral responses (20%) and a small number of staff who agreed (8.4%) and strongly agreed (2.3%) with the claim. Two-hundred and sixty-one staff members voiced their opinion with regard to the decision making of TPS management that impacts directly upon staff. Eighteen percent of staff members provided a neutral response. Of those indicating a value response, the majority of staff said that they are not consulted by management about such decisions (63%). The remaining 19% of responses were positive and either agreed (16%) or strongly agreed (2.30%) with the claim. These responses show that the majority of staff do not feel as though they are informed about the decisions of TPS management, neither generally regarding the functioning of TPS or specifically, relating to the job roles of various TPS staff members.

Direct management

A number of questions concerned the direct managers under whom particular staff members carried out their role. Staff were asked whether they had confidence in their manager. Two-hundred and sixty-one staff members provided answers in relation to this, with a spread of responses. A sizeable number of neutral responses were recorded (26%). Of those remaining, 43% agreed (30% agree, 13% strongly agree) that they had confidence in their manager, whereas 15% of staff disagreed and 16% strongly disagreed with the claim.

Staff were asked to comment on the statement, *“My manager has the technical expertise and leadership skills necessary to effectively manage the staff within their responsibility.”* Two-hundred and fifty-three staff members answered this question, with 20% indicating neutral responses. A slightly larger number of staff agreed (43%) rather than disagreed (36%) with the statement, with the numbers generally agreeing (27%) and disagreeing (21%) being greater than those strongly agreeing (16%) and strongly disagreeing (15%).

Two-hundred and sixty-one respondents provided a view about whether their manager responds to their questions and feedback within a timely manner. Twenty-three percent of responses were neutral, while just over half of responses were positive (51%), with 35% agreeing and 16% strongly agreeing that their manager responds to them in a timely manner. The remaining 26% provided negative responses, that disagreed (14%) and strongly disagreed (13%) with the claim.

Staff were asked about the communication of praise from their manager and whether they receive recognition when they have worked well. Specifically, staff were asked to respond to the statement, *“I receive recognition from my manager for a job well done.”* Two-hundred and fifty-six staff members responded to the statement.

Roughly a quarter of staff members indicated a neutral response with regard to this statement (24%). Of the remaining responses, staff answers were roughly split, with 41% disagreeing and 35% agreeing with the claim. Of those who agreed, 25% did so generally, while 10% strongly agreed with the claim. This was similar for those who disagreed, with 25% generally disagreeing and 15% indicating strong disagreement.

Staff were asked about whether they believe that their manager demonstrates an interest in their health and wellbeing. Two-hundred and sixty-one staff members responded. This included a large number of neutral responses (27%). A greater number of staff indicated that they do feel that their manager is interested in their health and wellbeing (42%) (26% strongly agree, 15% agree), while a somewhat smaller number of staff reported that their manager does not focus on or inquire about their health and wellbeing (31%) (16% strongly disagree, 15% disagree).

Figure 3.1 displays these findings.

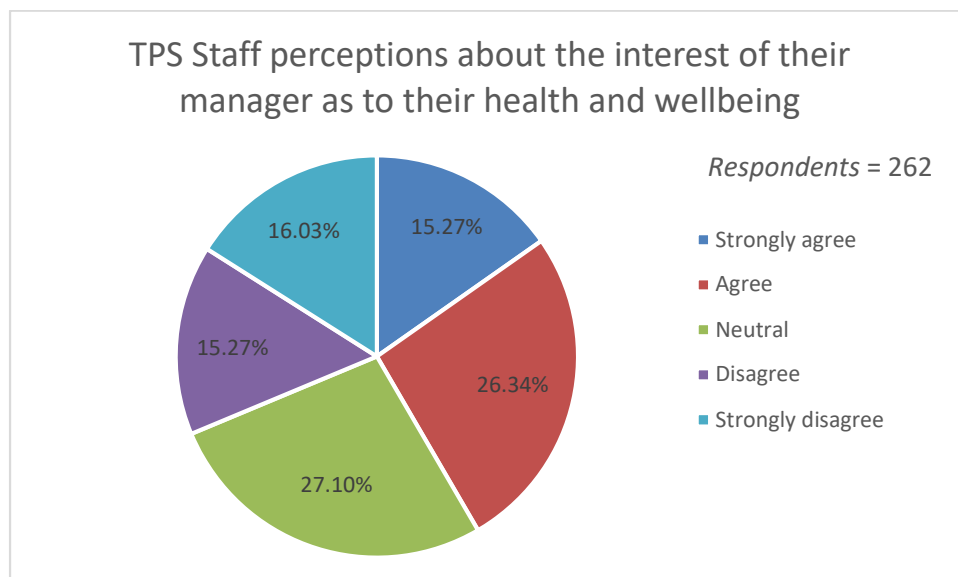


Figure 3.1 – Staff perceptions about the interest that their manager demonstrates about their health and wellbeing

Included in the direct management of staff members is their supervisor. A question was included in the survey about staff members' perceptions about the ability of their supervisor. Two-hundred and fifty-three staff members provided an answer in relation to the statement, *“I have confidence, trust and respect for my supervisor.”*

One fifth of staff provided a neutral answer (22%). Of the remaining number of respondents, those who agreed with the statement (63%) did, in majority, agree generally (41%), with a third of responses exhibiting strong feelings of agreement (22%). The remaining responses (15%) included those who disagreed (11%) and a small number exhibiting strong disagreement (4.33%) with the statement.

A question was included in the survey about the Director and the Senior Management Team (SMT) that oversee the TPS. Although less contact occurs between the SMT and staff members who work on the ground, the overarching decision making of the SMT as a whole directly impacts upon staff members. Two-hundred and fifty-five staff members provided an answer to the statement, *“The Director and the Senior Management Team actively demonstrate the TPS Values in making decisions in the best interests of staff and the success of the TPS.”* A proportion of neutral responses were observed (16%). Of the value responses provided, responses fell to the negative end, with the majority of respondents disagreeing with the statement (66%) (37% strongly disagree, 28% disagree) and a significantly smaller number agreeing (18%) (13% agree, 5% strongly agree).

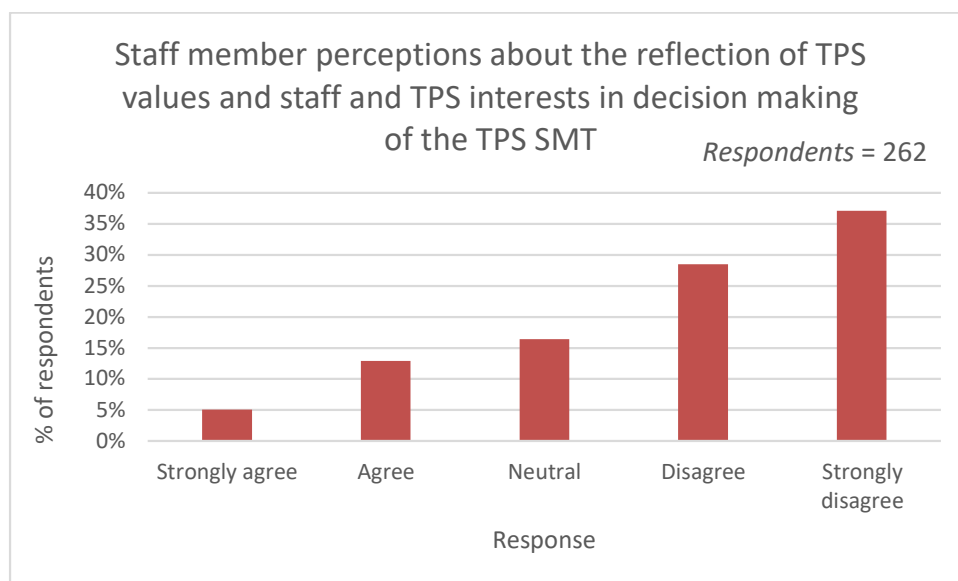


Table 3.3 – Perceptions of TPS staff about decision making of the SMT

Staff wellbeing

Job satisfaction

Given the nature of the occupational positions in a prison environment, focus on safety and physical and mental wellbeing is important. Thus, the survey asked a range of questions on the topic of job satisfaction, safety and support which are topics that are directly related to others, including workload, workplace grievances and workers compensation. A number of staff members indicated their neutrality with regard to the topic of job satisfaction (17%). However, TPS staff largely indicated that they are happy at their workplace and that they enjoy their role (66%) with some staff indicating strong feelings in relation to this (18%). A significantly smaller number of staff members indicated that they do not feel this way (17%), with a very small number expressing strong disagreement with the statement (5%). In majority staff indicated that they are proud to be an employee of the TPS (59%), with a third of these responses strongly agreeing so (23%), as compared with those who stated that they are not proud to be part of the TPS (16%).

Nearly half of TPS staff members indicated that they do not feel valued at work for their contribution (47%). Thirty-one percent of staff members said that they do feel as though they are valued at work and the remaining respondents indicated a neutral response (21%). To gauge alternative measures of staff members' job satisfaction, staff members were asked whether they would reapply for the current role that they are in, if given the opportunity, and whether they would refer a friend or family member to work at the TPS. A number of neutral responses were observed for both questions (26% and 21%, respectively). With regard to staff reapplying for their role, over half expressed that they would do so (53%) as compared with a significantly smaller number who indicated that they would not (21%). Staff members were divided with regard to whether they would refer a family member or friend to work at the TPS, with 41% stating that they would not do so, as compared with 38% who would. These responses indicate that although staff members claim that they are happy in their current job roles and are proud employees of the TPS, they largely feel unvalued at work for their contribution and approximately half would choose not to be in the same position in future.

Workload

The workloads of staff has the capacity to directly impact their mental and physical health. Given this, the survey included questions related to workload, exhaustion and overtime. Two-hundred and forty-one staff members provided perspectives on the statement, *“I feel exhausted at the thought of another day at work,”* This question attracted a number of neutral responses (23%), but nearly half of staff do not feel this way (45%), as compared to those who do (32%). Two-hundred and forty-one staff members expressed their opinions as to the workload in their position. A number of neutral responses were observed (22%). Of the remaining responses, nearly half of respondents indicated that their workload is reasonable for their role (48%), with a smaller number disagreeing with this statement (30%).

TPS staff were asked about how regularly they are asked to work overtime shifts and if they feel as though these shifts are fairly and equally distributed. Two-hundred and forty-one staff members answered both questions. A moderate (26%) and large number (41%) of neutral responses were observed with regard to these questions, respectively. This may be explained by the inapplicability of the question to non-uniform staff members, who may have answered rather than skipped the question. Regarding overtime, staff were split, expressing equally that staff are regularly asked (37%) and irregularly asked to work overtime shifts (36.5%), with a marginally higher number of strongly agree responses (12.5%) as compared with strongly disagree responses (9%). Regarding the distribution of overtime shifts, a greater number 39% of staff expressed that they are fairly and equally distributed, as opposed to those who felt as though they are not distributed equally (21%).

With regard to the policies surrounding overtime work, 239 staff members provided a response to the statement, *“I know where and how to access Workplace Policies and Procedures such as the Overtime and Fatigue Management Policies.”* Seventeen percent of staff indicated a neutral response. Over half of staff (61%) agreed and strongly agreed (15%) that they were knowledgeable about accessing TPS policies and procedures. A small number of remaining staff (7%) disagreed (5.39%) and strongly disagreed (1.24%) with the statement.

Given the challenging and demanding nature of the role, working with a high-risk population, safety and support are essential requirements for both uniform and non-uniform TPS staff. The survey covered such topics by including questions about

the prioritisation of staff and prisoner safety, personal protective equipment and materials, counselling, de-briefing and sick leave. Just under half of TPS staff members indicated that they feel safe in their workplace (45%), while the remaining respondents indicated that they did not feel safe at work (31%). Roughly one third of respondents who indicated that they do not feel safe at work expressed strong disagreement about safety (12%) and the remaining staff provided neutral responses (24.4%).

Two questions were included in the survey that asked staff about the decisions of TPS management and whether they were treated seriously and reflected staff and prisoner safety as a priority. These questions featured a number of neutral responses, 18% and 25% respectively. Of 239 responding staff, over half (52%) felt as though day-to-day management decisions do not reflect staff safety as a serious priority. A smaller number of respondents said that they agreed that staff safety was prioritised in the decisions of management (30%). This differed somewhat from respondents' opinions about prisoner safety, with the opposite observed. Responses showed that over half of staff believe that prisoner safety is perceived as serious and highly prioritised by TPS management (52%). The remaining small number of staff disagreed with this claim (23%). **Table 3.4** details responses to these questions.

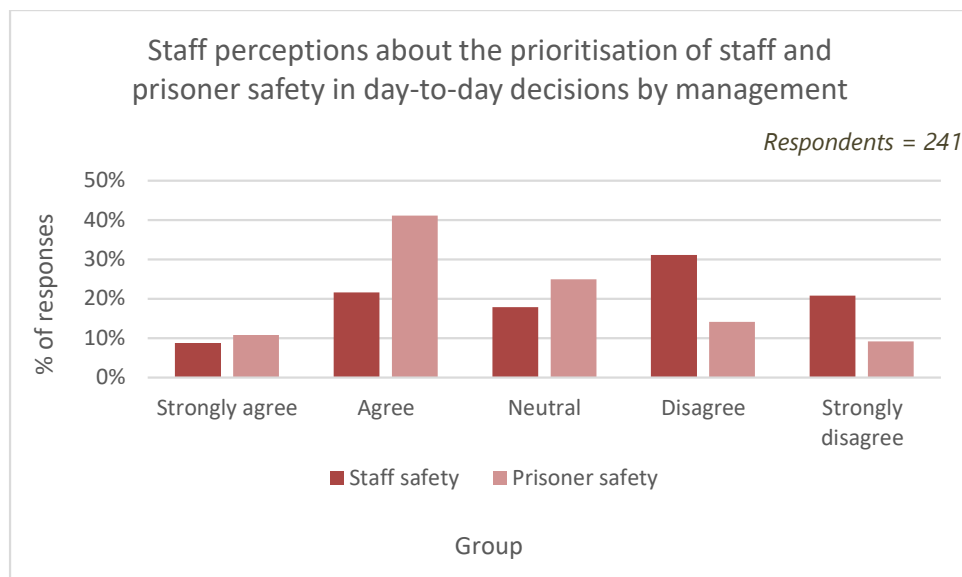


Table 3.4 – TPS staff perceptions about the prioritisation of staff and prisoner safety in day-to-day management decisions

Safety and Support

Two-hundred and thirty-nine staff members responded to the question about whether they are provided with necessary personal protective equipment for them to perform

their role. Twenty percent of staff provided neutral responses. Of those remaining, over half of respondents indicated that they agreed with the statement (55%), while 25% disagreed. In a similar vein, staff were asked about their access to infectious diseases emergency materials to assist them with undertaking my role. A large number of neutral responses were provided with respect to this question (32%). 44% of respondents agreed that they do have access to such materials, whereas 24% disagreed.

Considering the physical and psychological risks associated with roles within a prison service, the gravity of proper social and psychological support for those working within a prison environment is significant. Staff were asked to provide a response in respect of the statement, *"Following critical incidents, I have been offered a range of relevant opportunities for debriefing."* Two-hundred and forty-one staff members responded to the question, with a large number (31%) providing neutral responses. The experiences of staff members were split, with 36% agreeing and 33% disagreeing with the statement. However, a larger number of respondents strongly disagreed (13%) with the statement, as opposed to strongly agreed (4%).

Table 3.5 details the responses to this statement.

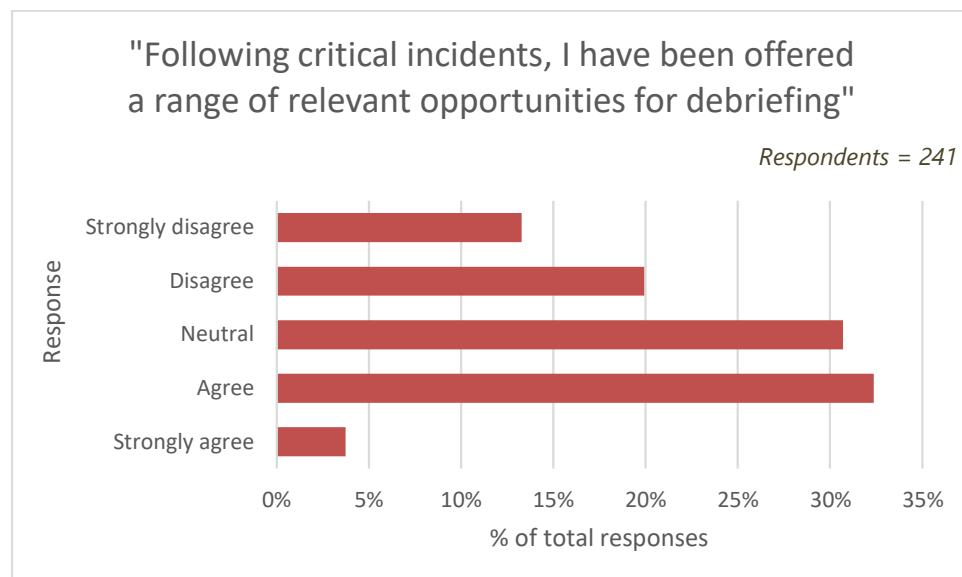


Table 3.5 – Offer of opportunities for TPS staff debriefing following critical incidents

Staff members were asked about their knowledge about and comfort with using the programs available to them for counselling and debriefing. These include the Employee Assistance Program (EAP) and the TPS MATES Program. Two-hundred and forty-one staff members responded to the statement, *"I am aware of the*

Employee Assistance Program (EAP) details to engage support and counselling should I wish to access this external confidential service.” The majority of staff members agreed (90%) with this statement, indicating that they are aware of the EAP support service available to them, while 6% of respondents provided neutral responses and only 3% disagreed with the statement. In response to the TPS MATES Program, 241 staff members provided responses of which 25% were neutral. Just under half of staff members disagreed (46%) (25% disagree, 21% strongly disagree) that they felt comfortable using the TPS MATES Program, as compared with those who indicated that they did feel comfortable doing so (29%) (18% agree, 10% strongly agree).

The survey asked members of staff to respond to the statement, *“I am aware of the TPS Sick Leave Policy and know how to access it.”* Of 241 staff members, the majority agreed with the statement (77%), while 15% of responses were neutral and a small number of staff disagreed with the statement (7.5%). This question included within it two questions. As this was the case, staff could only provide a single answer. Therefore, the aspect of the question to which staff were responding could not be determined.

Workplace grievance resolution

Staff were asked about whether TPS has a policy and procedure in place for addressing workplace grievances such as bullying, harassment, intimidation, and direct and indirect discrimination and whether they understood their rights in relation to these. Two-hundred and fifty-one staff members responded, with a number of neutral responses provided, 17.5% and 14%, respectively. The majority of staff (62%) agreed that TPS does have policies and procedures in place for workplace grievances, however 20% indicated that were not aware of this. Similarly, the majority said that they understood their rights with regard to grievances in the workplace (79%), with a small number reporting that they do not (6%).

Regarding their experience with workplace grievances, TPS staff were asked whether they feel supported by their management and human relations [HR] to raise a grievance, as well as how the process of grievance resolution is undertaken. Two-hundred and fifty-one staff members responded, with 24% returning a neutral response. Of those that indicated a value response, over half of respondents (55%) indicated that they do not feel supported to raise a workplace grievance, while 21%

expressed that they do. Two-hundred and forty-nine staff members responded to the statement, *“HR personnel ensure that procedural fairness and natural justice apply to grievances to ensure adequate resolution.”* Thirty-two percent of staff returned a neutral answer to the statement. Nearly half of TPS staff (49%) expressed that they disagreed (25%) and strongly disagreed (24%) with the statement. A small number of staff members (19%) agreed with the statement. Of 251 staff members, 33.5% returned a neutral response when responding to the statement, *“Management and HR personnel resolve grievances promptly, fairly, sensitively and confidentially.”* The majority of respondents disagreed with the statement (56%) (28% disagree, 27.5% strongly disagree), while only a small number (11%) agreed (8% agree, 3% strongly agree). Responses indicate that TPS staff seem to be disillusioned with the process of workplace grievance resolution, with majority disagreement in regard these statements.

Workers compensation

The survey included questions about workers compensation, relating the obligations of staff members and the TPS in relation to a claim, as well as the experiences of TPS staff in claiming for workers compensation. Two-hundred and forty-one staff members responded to the question about whether they are aware of the TPS workers' compensation policy and process. Over half of staff indicated that they are aware of the TPS Workers Compensation policy and process (52%) (41% agree, 12% strongly agree), 25% expressed that they were not familiar with the policy and process (21% disagree, 5% strongly disagree) and 22% of staff provided neutral responses. Regarding the process of a compensation claim, staff were asked to respond to the statement, *“I have been informed by the TPS in relation to my and the employer's obligations in the case of a Workers Compensation Claim.”* Two-hundred and forty-one staff members provided a response, with 25% neutral responses. A larger number of staff disagreed (45%) (28% disagree, 17% strongly disagree) than agreed (30%) (25% agree, 5% strongly agree) with this statement. These results show that nearly half of responding staff members are unaware of what to do in the case of a workers' compensation claim.

Staff were asked about the workplace injuries that they had previously incurred during their employment with the TPS, as well as staff members' current or previous workers compensation claims, to which 241 and 239 staff members responded,

respectively. Of these, 6% and 7.5% of respondents provided a neutral response, respectively. Just over half of remaining responses indicated that they had previously incurred a workplace injury while working at TPS (55%). Of these staff, 44% indicated that they currently or previously have had a previous workers compensation claim. **Table 3.6** represents responses to the two survey questions regarding TPS staff member injury and engagement with workers compensation claims.

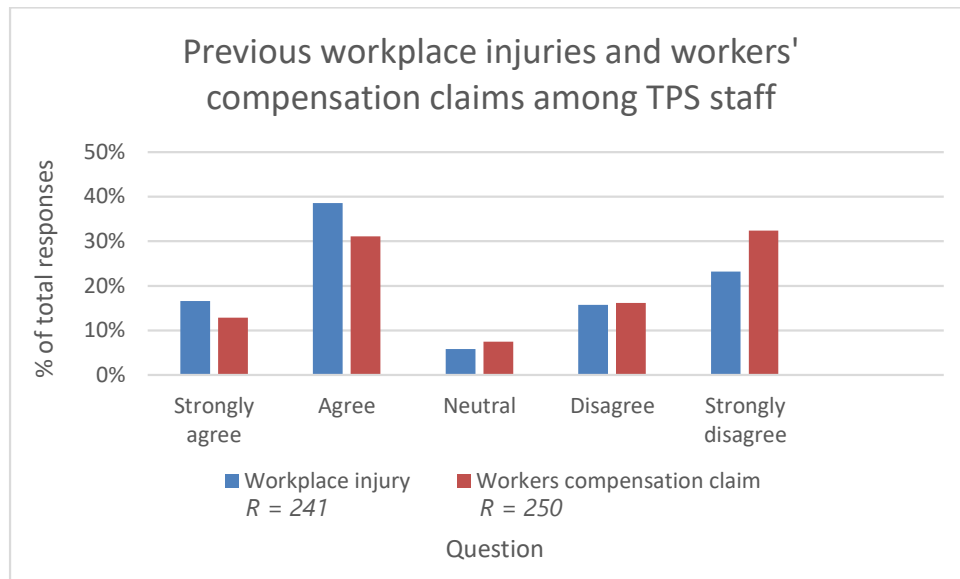


Table 3.6 – Previous workplace injuries and workers' compensation claims of TPS staff members

Staff Comments

General comments were invited for the final two questions of the staff engagement survey. These referred to the 'things we do really well at the TPS' and 'what is needed to make the TPS a better place to work'.

Three things we do really well at the TPS

The number shown next to each theme represents the number of respondents who expressed comments that aligned with that theme. Some themes show less respondents than there are comments listed. This is due to questions 54 and 55 asking staff to list three examples of what the TPS does well and what they may do better. If one respondent listed more than one different example that fell under the same theme, the respondent was counted, rather than the number of their comments. One-hundred and seventy-seven TPS employees responded to the statement, *"List three things we do really well at the TPS."* Responses were widely spread across topics.

For the full list of responses, see *Appendix 4 Q54 summary*.

Major themes

1. Cronyism and nepotism (21/177)
2. Not much/nothing (18/177)
3. Bullying and harassment (17/177)
4. Treat staff negatively (17/177)
5. Cover up failings (14/177)
6. Respond to and manage incidents/crises (13/177)
7. Staff support and care for other staff (12/177)
8. Provide good rates of pay (11/177)
9. Work as a team (11/177)
10. Support and care for staff (11/177)
11. Not listen to or consult staff (11/177)
12. Communicate with staff (11/117)
13. Negative experiences with management (11/177)
14. Positive experiences with management (10/177)
15. Provide overtime opportunities (10/177)

Other themes

1. Function with limited staff (7/177)
2. Unaccountability (5/177)
3. Provide meals to prisoners (4/177)
4. Provide flexible working arrangements (9/177)
5. Care for prisoners (8/177)
6. Provide good annual and sick leave (8/177)
7. Ensure safety and security within prison (8/177)
8. Promote unsuitable staff members (8/177)
9. Provide training (8/177)

A substantial number of negative comments were observed in responses from staff. These included responses consisting of sarcasm. For some responses, it was difficult to determine whether they were genuine or sarcastic in nature. Given that some employees responded to questions in a sarcastic manner, it was unable to be determined whether accompanying responses for these specific employees were

also sarcastic. For example, respondent 235 answered the question with 'spread gossip', a clearly sarcastic response, as well as 'hold people accountable for their actions' which may or may not also be sarcastic. These responses were afforded the understanding of genuineness so as not to misrepresent their intended meaning, even if this did occur by doing so.

Some specific highlights in regards negative comments:

Cronyism and nepotism

A number of staff members commented on the cronyism and nepotism present at the TPS, with some staff citing specific occasions of such behaviour and expressing that such behaviour is occurring within management.

Bullying and harassment

Staff indicated that they experienced bullying and harassment while working as a staff member at the TPS, with some staff indicating that this behaviour was exhibited by management.

Cover up failings

Employees indicated that the failings of TPS are denied and covered up and that the truth is distorted and hidden. Specific instances of this were mentioned by some staff members, including falsified overtime payments and criminal offences committed by staff.

Treat staff negatively

Staff expressed that they had received negative treatment while working within the TPS. Examples of negative treatment included feeling unvalued, made to feel like a number or burden, staff being overworked and stressed, not being listened to or consulted, and particular types of staff being treated differently to those in other positions or areas. Most responses from staff members that spoke of the negative treatment seemed to be directed at TPS management or TPS as a whole. Some more general comments were also made that did not necessarily relate to 'higher ups' and may have been expressed in regard to relationships between staff members.

Some specific highlights in regards positive comments:

Work as a team

Staff indicated that when there was an incident or when operational situations arose, they did all pull together as a team and put their grievances aside. Their ability to respond to and manage crises was acknowledged as a plus.

Provide overtime opportunities

Having overtime opportunities was seen as a positive attribute of the job; this could also explain related comments about good rates of pay. Staff said that the TPS allows flexibility in their working arrangements, specifically regarding their working hours, their ability to use flex sheets and to carry out shift swaps.

Support and care for staff

For comments about support, it was unable to be determined whether these responses were indicating support as something that the TPS does well through the TPS services and systems, as well as the support response from TPS management, or whether they were referring to support between and amongst staff members. Nonetheless, the ability for staff members to care for and support their fellow co-workers was recognised as something that the TPS does well, with some correctional officers specifically expressed that this is the case within their role.

Communicate with staff

TPS staff expressed that the TPS communicated with them well. This may include communication between management and staff as well as communication between staff members. The specific information that staff believed is communicated well was specified by some respondents. This included updates on issues, changes to policies, procedures, and DSOs and information about the movement of staff. Some respondents noted that management are approachable, that management is carried out well, that superintendents are knowledgeable and easy to communicate with and that the senior management team are caring. Relating specifically to employees' direct managers, staff expressed that they have experienced a supportive team leader or manager and that their manager actively seeks their feedback.

Three things that we could do to make the TPS a better place to work

Two-hundred and two TPS employees responded to the statement, *“List three things that we could do to make the TPS a better place to work.”*

For the full list of responses, refer to *Appendix 4 Q55 summary*.

Major themes

1. Training of a higher quality offered more regularly (45/202)
2. Consult with and listen to staff (43/202)
3. Value, respect and care for staff (35/202)
4. Address bullying and harassment in the workplace (23/202)
5. Provide better support for employees on workers compensation to Return to Work (23/202)
6. Replace current management and senior management (21/202)
7. Support staff generally and with regard to mental and physical health (19/202)
8. Be more transparent (16/202)
9. Hold staff accountable (16/202)
10. Recruit suitable individuals as employees (15/202)
11. Hire a greater number of staff (15/202)

Other themes

1. Enhance communication (14/202)
2. Increase workplace resources (13/202)
3. Provide a dedicated and appropriate training facility (8/202)
4. Greater focus on rehabilitation of prisoners (9/202)
5. Undertake frequent staff rotations (7/202)
6. Increase prisoner housing (6/202)
7. Train managers to effectively manage staff (5/202)
8. Management that value and show concern for staff (5/202)
9. That management spend time on floor of prison (3/202)
10. Change management style (3/202)
11. Misuse of finances (3/202)

Major themes

Training of a higher quality offered more regularly

A large number of staff said that they feel that training could make the TPS a better place to work. These staff members reported that they feel as though they need more training, stating that training is infrequent, not of high enough quality and that little training is provided for higher level roles. Staff indicated that initial training of correctional officer recruits and all non-uniform employees should be improved, as well as ongoing training for existing staff of all levels for the purpose of refreshment, professional development and when changes are made within the workplace that impact upon the roles of employees. This includes changes to standards or systems and training for those in management positions.

Consult with and listen to staff

Staff said that they feel as though they should be listened to and consulted with more often. Specific instances where staff reported that they should be listened to include when they express concerns or issues, including bullying. Staff also reported specific topics about which they should be consulted including decision making, crisis management, and troubleshooting.

More generally, staff indicated that communication could be enhanced within the TPS. This included not only to communicate more but to do so more transparently. It was expressed that communication between staff throughout shifts could be strengthened as well as specific topics that require communication to staff. This includes information about restructures of staff and role changes, changes to processes and routines, and the research and reasons behind the changes that are made.

Value, respect and care for staff

It was highlighted that TPS should expressly better value, respect and show care and concern for their staff members. Staff said that they feel as though they are undervalued, not respected and treated as a number. Staff also said that they feel as though they should be better supported in their role both generally and with regard to their physical and mental health and wellbeing. Specific reference was made to supporting staff after incidents and those persons who are experiencing mental health issues related to the stress of their role. Regarding mental health, some staff members said that having doctors and psychologists available for consultation would

aid them with the support that they require. It was also reported that staff members on workers compensation and Return to Work required more support throughout the process, including more consistent contact between the TPS and the employee, in order to support staff members to return to work.

4.0 Conclusion

This report has presented findings of two surveys undertaken by the Custodial Inspector's Office in 2020.

The 2020 Prisoner Survey is the first survey of prisoners in Tasmania Prison Services facilities. It will be offered bi-annually (which means the next survey is scheduled for 2022).

The 2020 Staff Engagement Survey is the second survey of its kind in Tasmania. It is intended that this survey will be undertaken annually.

The findings of each survey indicate a number of recurring issues within the TPS that range from the relatively minor to the more serious. Some issues, such as those surrounding food, are magnified within a prison context due to the nature of the setting itself.

For *prisoners*, the key issues include:

- Not receiving enough assistance/service provision upon entering the prison system, which is then reflected in shortfalls in specific service provision during incarceration including those pertaining to basic health needs (doctors, dentists) and disabilities (physical, mental), through to therapeutic and rehabilitative services and programs (education, training).
- The availability of programs, training and jobs within the prison were of concern to prisoners, and relatively few indicated that existing programs and activities assisted them in achieving their sentence plan objectives and targets.
- Assistance prior to release and post release was insufficient and inadequate, extending across areas such as employment, accommodation, education and training, welfare, drug and alcohol support, health and mental health support, and re-connecting with family and friends.
- The quality and quantity of food received was rated poorly by the majority of prisoners, and a majority of prisoners were dissatisfied with the canteen. Access to recreation was considered by most prisoners to be poor.
- While the majority of prisoners agreed that most TPS staff treat them with respect, a sizeable minority did not feel they were treated with respect. Moreover, it is notable that a majority of prisoners did not know who their

'case officer' is, although over half of the prisoners did say they knew they could turn to particular staff members if they had a problem.

- There were mixed responses in regards to encouragement for and having contact with family members, including by mail, phone and Zoom. The majority of prisoners said that it was difficult for their family and friends to attend the prison for visits.
- The issue of bullying and victimisation is prevalent – with prisoners reporting varying degrees of verbal abuse, threats or intimidation, physical assault, theft of property and sexual assault. Most prisoners would not report such behaviour due to potential adverse consequences. There was also indications of bullying and victimisation of prisoners by TPS staff.
- An important finding is the view among just under one third of prisoners that they have developed a problem with illicit drugs and prescription medicine since they came into prison.

For *prison staff*, the key issues include:

- The provision of relevant, quality pre-service (recruit stage) and in-service training (including on a continuous basis) was identified as an issue of concern by the majority of prison staff.
- There appeared to be an unhealthy disconnection between staff on-the-ground and the TPS leadership and management team, with a sizeable proportion of staff indicating low levels of confidence in TPS management, not feeling supported by management, and perceiving a general lack of consultation by management.
- A majority of staff members, however, do feel that their manager demonstrates an interest in their health and wellbeing, although there were mixed responses to questions about the technical expertise and leadership skills of managers, and whether managers recognise when staff perform a job well.
- Mixed results were also evident in regards responses to questions about health and wellbeing generally. A strong majority of staff were happy at their workplace, but nearly half also said that they did not feel valued at work for their contribution. Most felt that their workload was reasonable and that overtime shifts were distributed equally and fairly.

- Comments accompanying the survey indicated a number of perceived issues affecting staff within the TPS – the foremost of these being cronyism and nepotism, bullying and harassment amongst workers, covering up of the failings of the TPS, and staff feeling that they have been treated negatively in the course of their work.
- The professionalism of TPS staff was affirmed in the observations about how they pulled together as a team when an incident or operational situations arose; there was also recognition that support for staff was provided within the TPS and among staff themselves, and that communication of specific information was generally well done.

What the results of both surveys convey is that there are diverse views and mixed opinions regarding the operations of the Tasmania Prison Service, both as a place to live (for prisoners) and a place to work (for prison staff).

The social characteristics and backgrounds of those imprisoned (for example, intellectual disability, acquired brain injury and/or mental health problems) will also influence perceptions and experiences of and by prisoners and prison staff alike. For example, 'acting out' behaviour may be misconstrued by someone without training in trauma-informed care as 'bad' behaviour rather than a 'cry for help' or behaviour beyond the conscious control of the person exhibiting it.

This does not diminish the importance of the specific issues which various parties raise in their comments and their responses to specific survey questions. However, interpreting the survey results requires an understanding of who is there and why (including diverse staff).

It also requires sensitivity to the ways in which individuals experience and respond to prisons as *total institutions*. Security and rehabilitative objectives within highly restrictive and controlled environments shape the everyday interactions between prisoners, between staff, and between prisoners and staff in particular ways.

Frequent lockdowns, for example, have an impact on prisoners' programs, routines and life opportunities (for example, cutting programs short, limiting mobility within the prison, curtailing family visits). They also impact prison staff in regards formal operational tasks, perceptions of safety, and interactions with each other, including managers.

5.0 Appendixes

Appendix 1 Prisoner Survey

PRISON SURVEY 2020

This survey aims to get your opinions about your prison. By filling this in you will help the Custodial Inspector to get a better understanding of what works and what does not work.

You only need to fill in the survey if you want to.

Please don't write your name on it. We want your individual responses to remain anonymous and confidential.

The questionnaire is quite long because it covers a lot of areas that affect you in prison. Please complete it before taking a break.

If you are unsure what a question means, you can ask the Custodial Inspector staff or one of the ONESIMUS volunteers.

Even if you don't answer all the questions, please return the survey. Every answer you give us is important to us.

There are no right or wrong answers, only your own opinions. Other people are filling in the survey too but it is important that you answer the questions from your own experience and belief, not what others might say. The questions are only about your own experience so please don't be influenced by what others might answer.

Individual survey responses won't be provided to Tasmania Prison Service and their staff are not allowed to read your survey form. Please do not provide completed surveys to Tasmania Prison Service staff.

When you have finished your survey please hand it to Custodial Inspector staff (Lisa or Kirsty) or one of the ONESIMUS volunteers. The surveys collected by ONESIMUS volunteers will be placed in a collection box and returned to the Custodial Inspector's office.

Once the survey results have been collated and analysed we will let you know.

THANK YOU FOR HELPING

1. BACKGROUND INFORMATION

1.1 What prison are you in? RBP ☐ RPC ☐ MHWP ☐ HRP ☐ LRP ☐

1.2 What is your unit or division?

1.3 How old are you? Under 21 ☐ 21-25 ☐ 26-29 ☐ 30-39 ☐
 40-49 ☐ 50-59 ☐ 60-69 ☐ 70 + ☐

1.4 What is your ethnic group?

White ☐

Aboriginal or Torres Strait Islander ☐

Asian ☐

African ☐

Any other ethnic group – *please write in*

1.5 How long have you been in prison? Less than 6 months ☐ 6 months or more ☐

1.6 Are you currently serving a sentence?

Yes ☐

Yes – on parole revocation ☐

No – on remand or awaiting sentence ☐

No – immigration detainee ☐

1.7 How long is your sentence?

- | | | | |
|--------------------------------|--------------------------|--------------------------------|--------------------------|
| Less than 6 months | ☐ | 6 months to less than 1 year | ☐ |
| 1 year to less than 4 years | ☐ | 4 years to less than 10 years | ☐ |
| 10 years or less than 20 years | ☐ | 20 years or more | ☐ |
| Indefinite release | ☐ | Not currently serving sentence | ☐ |
-

2. ARRIVAL AND RECEPTION

2.1 When you arrived in prison how long did you spend at the reception prison (HRP or LRP)?

- Less than a week ☐
- More than a week ☐
- I don't remember ☐
-

2.2 When you were searched in reception, was this done in a respectful way? Yes ☐ No ☐

2.3 Overall, how were you treated at the reception prison?

- | | | | |
|------------------|--------------------------|------------|--------------------------|
| Very well | ☐ | Quite well | ☐ |
| Quite badly | ☐ | Very badly | ☐ |
| I don't remember | ☐ | | |
-

2.4 When you first arrived in prison did you have any of the following problems?

- | | |
|---|--------------------------|
| Problems getting phone numbers | ☐ |
| Contacting family | ☐ |
| Arranging care for children or other dependants | ☐ |
| Contacting employers | ☐ |
| Money worries | ☐ |
| Housing worries | ☐ |
| Feeling depressed | ☐ |
| Feeling suicidal | ☐ |
| Other mental health problems | ☐ |
| Physical health problems | ☐ |
| Drug or alcohol problems (eg withdrawal) | ☐ |
| Problems getting medication | ☐ |
| Needing protection from other prisoners | ☐ |
| Lost or delayed property | ☐ |
| Other problems | ☐ |
| I did not have any problems | ☐ |
-

2.5 Did staff at the reception prison help you to deal with these problems when you first arrived?

- | | |
|--|--------------------------|
| Yes | ☐ |
| No | ☐ |
| I did not have any problems when I first arrived | ☐ |
-

3. FIRST NIGHT AND INDUCTION

3.1 At the reception prison, before you were locked up on your first night were you offered any of the following things?

- | | |
|--|--------------------------|
| Nicotine replacement | ☐ |
| Toiletries / other basic items | ☐ |
| A shower | ☐ |
| A free phone call | ☐ |
| Something to eat | ☐ |
| The chance to see someone from health care | ☐ |
| Support from another prisoner | ☐ |
| I wasn't offered any of these things | ☐ |
-

3.2 On your first night in prison how clean was your cell?

- | | |
|------------------|--------------------------|
| Very clean | ☐ |
| Quite clean | ☐ |
| Quite dirty | ☐ |
| Very dirty | ☐ |
| I don't remember | ☐ |
-

3.3 Did you feel safe on your first night in prison?

- | | |
|------------------|--------------------------|
| Yes | ☐ |
| No | ☐ |
| I don't remember | ☐ |
-

3.4 In your first few days at the reception prison did you get....

	YES	NO	DON'T REMEMBER
Access to canteen?	☐	☐	☐
Phone credit?	☐	☐	☐
Numbers put on your phone?	☐	☐	☐

3.5 Did your induction at the reception prison cover everything you needed to know about prison?

- Yes ☐
- No ☐
- I have not had an induction ☐
-

3.6 When you were moved to your current location, did you receive an induction for your new prison?

- Yes ☐
- No ☐
- I don't remember ☐
-

4. YOUR UNIT / DIVISION**4.1 Are you in a cell on your own?**

- Yes ☐
- No ☐
-

4.2 Is your intercom normally answered within 5 minutes?

- Yes ☐
- No ☐
- I don't know ☐
- I don't have an intercom ☐
-

4.3 Please answer the following questions about the unit or division you are currently accommodated in:

	Yes	No	I don't know
Do you normally have enough clean, suitable clothes for the week?	☐	☐	☐
Can you shower every day?	☐	☐	☐
Do you have clean sheets every week?	☐	☐	☐
Do you get cell cleaning materials every week?	☐	☐	☐
It is normally quiet enough for you to relax and sleep at night?	☐	☐	☐
Can you get your stored property if you need it?	☐	☐	☐

4.4 Normally, how clean or dirty are the communal / shared areas of your unit or division (the landings, stairs, showers etc)?

- Very clean ☐
- Quite clean ☐
- Quite dirty ☐
- Very dirty ☐
-

5. RELATIONSHIPS WITH STAFF

5.1 Do most staff here treat you with respect?

- Yes ☐
- No ☐
-

5.2 Are there any staff here you could turn to if you had a problem?

- Yes ☐
- No ☐
-

5.3 In the last week, has any member of staff talked to you about how you are getting on?Yes ☐No ☐

5.4 Do you know who your case officer/s is/are?Yes ☐No ☐

5.5 How helpful is/are your case officer/s?Very helpful ☐Quite helpful ☐Not very helpful ☐Not at all helpful ☐Don't know ☐I don't have a case officer ☐

5.6 How often do you see prison superintendents, directors or senior managers talking to prisoners?Regularly ☐Sometimes ☐Hardly ever ☐I don't know ☐

5.7 Do you feel you are treated as an individual in this prison?Yes ☐No ☐

5.8 Are prisoners here consulted about things like food, canteen, health care or unit issues?

- Yes, and sometimes things change ☐
- Yes, but things don't change ☐
- No ☐
- I don't know ☐
-

6. FAITH

6.1 What is your religion?

- No religion ☐
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations) ☐
- Buddhist ☐
- Hindu ☐
- Muslim ☐
- Other – *Please write in*

6.2 Are your religious beliefs respected here?

- Yes ☐
- No ☐
- I don't know ☐
- Not applicable (no religion) ☐
-

6.3 Are you able to speak to a chaplain of your faith in private, if you want to?Yes ☐No ☐I don't know ☐Not applicable (no religion) ☐**6.4 Are you able to attend religious services, if you want to?**Yes ☐No ☐I don't know ☐Not applicable (no religion) ☐**7. CONTACT WITH FAMILY AND FRIENDS****7.1 Have staff here encouraged you to keep in touch with your family / friends?**Yes ☐No ☐**7.2 Have you had any problems with sending or receiving mail?**Yes ☐No ☐**7.3 Are you able to use the phone every day (if you have credit)?**Yes ☐No ☐

7.4 How easy or difficult is it for your family and friends to get here?Very easy ☐Quite easy ☐Quite difficult ☐Very difficult ☐I don't know ☐**7.5 How often do you have visits from family or friends?**More than once a week ☐About once a week ☐Less than once a week ☐I don't get visits ☐**7.6 Have you used Zoom visits?**Yes ☐No ☐**7.7 If you have used Zoom visits, do you like them?**Yes ☐No ☐Haven't used Zoom visits ☐**7.8 If you haven't used Zoom visits, why not? *Please write here:********If you don't get visits, please go straight to the next section TIME OUT OF CELL*****

7.9 Do visits usually start and finish on time?Yes ☐No ☐**7.10 Are your visitors treated respectfully by staff?**Yes ☐No ☐**8. TIME OUT OF CELL****8.1 Do you know what time the unlock and lock-up times are supposed to be?**Yes, and these times are usually kept to ☐Yes, but these times are not usually kept to ☐No ☐**8.2 How long do you usually spend out of your cell on a typical weekday (including time spent at education, work etc)?**Less than 2 hours ☐2 to 6 hours ☐6 to 10 hours ☐10 hours or more ☐I don't know ☐**8.3 How long do you usually spend out of your cell on a typical Saturday or Sunday?**Less than 2 hours ☐2 to 6 hours ☐6 to 10 hours ☐10 hours or more ☐I don't know ☐

8.4 How many days in a typical week could you go outside for exercise, if you wanted to?

- | | |
|--------------|--------------------------|
| None | ☐ |
| 1 or 2 | ☐ |
| 3 to 5 | ☐ |
| More than 5 | ☐ |
| I don't know | ☐ |
-

8.5 Typically, how often do you go to the gym?

- | | |
|-----------------------|--------------------------|
| Twice a week or more | ☐ |
| About once a week | ☐ |
| Less than once a week | ☐ |
| Never | ☐ |

If never, why?

8.6 Typically, how often do you go to the library?

- | | |
|------------------------------------|--------------------------|
| Twice a week or more | ☐ |
| About once a week | ☐ |
| Less than once a week | ☐ |
| Never | ☐ |
| There is no library in this prison | ☐ |
-

8.7 Does the library have a wide enough range of materials to meet your needs?Yes ☐No ☐I don't use the library ☐**9. REQUESTS, COMPLAINTS AND LEGAL RIGHTS****9.1 Is it easy for you to make a request?**Yes ☐No ☐I don't know ☐**9.2 If you have made any requests, please answer the questions below:**

	YES	NO	NOT MADE ANY REQUESTS
Are requests usually dealt with fairly?	☐	☐	☐
Are requests usually dealt with within 7 days?	☐	☐	☐

9.3 Is it easy for you to make a complaint?Yes ☐No ☐I don't know ☐**9.4 If you have made any complaints, please answer the questions below:**

	YES	NO	NOT MADE ANY COMPLAINTS
Are complaints usually dealt with fairly?	☐	☐	☐
Are complaints usually dealt with within 7 days?	☐	☐	☐

9.5 Have you ever been prevented from making a complaint even when you wanted to?

- Yes ☐
- No ☐
- Not wanted to make a complaint ☐
-

9.6 In this prison is it easy or difficult for you to...

	EASY	DIFFICULT	DON'T KNOW	DON'T NEED THIS
Communicate with your solicitor or legal representative?	☐	☐	☐	☐
Attend legal visits?	☐	☐	☐	☐
Get bail information?	☐	☐	☐	☐

9.7 Have staff here ever opened letters from your solicitor or legal representative when you were not present?

- Yes ☐
- No ☐
- I've not had any legal letters ☐
-

10.HEALTH CARE

10.1 How easy or difficult for you to see the following people?

	VERY EASY	QUITE EASY	QUITE DIFFICULT	VERY DIFFICULT	DON'T KNOW
Doctor	☐	☐	☐	☐	☐
Nurse	☐	☐	☐	☐	☐
Dentist	☐	☐	☐	☐	☐
Therapeutic staff	☐	☐	☐	☐	☐

10.2 What do you think of the quality of health service from the following people?

	VERY GOOD	QUITE GOOD	QUITE BAD	VERY BAD	DON'T KNOW
Doctor	☐	☐	☐	☐	☐
Nurse	☐	☐	☐	☐	☐
Dentist	☐	☐	☐	☐	☐
Therapeutic staff	☐	☐	☐	☐	☐

10.3 Do you have any mental health problems?Yes ☐No ☐**10.4 Have you been helped with your mental health problems in prison?**Yes ☐No ☐I don't have any mental health problems ☐**10.5 What do you think of the overall quality of the health services here?**Very good ☐Quite good ☐Quite bad ☐Very bad ☐I don't know ☐**11. OTHER SUPPORT NEEDS****11.1 Do you consider yourself to have a disability (long-term physical, mental or learning needs that affect your day-to-day life)?**Yes ☐No ☐

11.2 If you have a disability, are you getting the support you need?

I don't have a disability ☐

Yes ☐

No – *Please explain*

11.3 If you had an issue you were concerned about, do you think these people would help you? *Tick all that apply*

	NO	YES	I HAVE NO INTERACTION WITH THESE
Unit officer	☐	☐	☐
Health staff	☐	☐	☐
Chaplains	☐	☐	☐
Peer support worker	☐	☐	☐
Prison management	☐	☐	☐
Official visitors	☐	☐	☐
External agency (eg Ombudsman, Health Complaints Commission, Integrity Commission)	☐	☐	☐
External service provider (eg Salvation Army, Red Cross or ONESIMUS)	☐	☐	☐
Custodial Inspector	☐	☐	☐
Correctional staff (other than unit officer)	☐	☐	☐
Other prisoners	☐	☐	☐

11.4 How easy or difficult is it for you to speak to a peer support worker if you need to?

- Very easy ☐
- Quite easy ☐
- Quite difficult ☐
- Very difficult ☐
- I don't know ☐
- There are no peer support workers ☐
-

12. ALCOHOL AND DRUGS

12.1 Did you have an alcohol problem when you came into prison?

- Yes ☐
- No ☐
-

12.2 Have you been helped with your alcohol problem in prison?

- Yes ☐
- No ☐
- Did not / do not have an alcohol problem ☐
-

12.3 Did you have a drug problem when you came into prison (including illicit drugs and medication not prescribed to you)?

- Yes ☐
- No ☐
-

12.4 Have you developed a problem with illicit drugs since you came into prison?

- Yes ☐
- No ☐
-

12.5 Have you developed a problem with taking medication not prescribed to you since you came into prison?Yes ☐No ☐

12.6 Have you been helped with your drug problem in prison (including illicit drugs and medication not prescribed to you)?Yes ☐No ☐Did not / do not have a drug problem ☐

12.7 It is easy or difficult to get illicit drugs in prison?Very easy ☐Quite easy ☐Quite difficult ☐Very difficult ☐I don't know ☐

12.8 It is easy or difficult to get alcohol in prison?Very easy ☐Quite easy ☐Quite difficult ☐Very difficult ☐I don't know ☐

13. SAFETY

13.1 Have you ever felt unsafe here?

Yes ☐

No ☐

13.2 Do you feel unsafe now?

Yes ☐

No ☐

13.3 Have you experienced any of the following types of bullying / victimisation from other prisoners? *Please tick all that apply*

Verbal abuse ☐

Threats or intimidation ☐

Physical assault ☐

Sexual assault ☐

Theft of canteen or property ☐

Other bullying / victimisation ☐

Not experienced any of these from prisoners here ☐

13.4 If you were being bullied / victimised by other prisoners, would you report it?

Yes ☐

No ☐

If you answered No, please tell us why

13.5 Have you experienced any of the following types of bullying / victimisation from staff? *Please tick all that apply*

- | | |
|--|--------------------------|
| Verbal abuse | ☐ |
| Threats or intimidation | ☐ |
| Physical assault | ☐ |
| Sexual assault | ☐ |
| Theft of canteen or property | ☐ |
| Other bullying / victimisation | ☐ |
| Not experienced any of these from staff here | ☐ |

What happened?

13.6 If you were being bullied / victimised by staff, would you report it?

Yes ☐

No ☐

If you answered No, please tell us why

14. BEHAVIOUR MANAGEMENT

14.1 Do the incentives or rewards in this prison (eg privileges, the Gordon Unit in RPC Medium or Division 1 in RBP) encourage you to behave well?

Yes ☐

No ☐

I don't know what the incentives or rewards are ☐

14.2 Do you feel you have been treated fairly in the behaviour management scheme?

Yes ☐

No ☐

Don't know ☐

Don't know what this is ☐

14.3 Have you been physically restrained by staff in the last 6 months?

Yes ☐

No ☐

14.4 If you have been restrained by staff in the last 6 months, did anyone come and talk to you about it afterwards?

Yes ☐

No ☐

Don't remember ☐

I haven't been restrained in the last 6 months ☐

14.5 Have you spent one or more nights in the Tamar or Franklin units in the last 6 months?

Yes ☐

No ☐

*****If you answered No to this question, please go to the next section EDUCATION, SKILLS AND WORK*****

14.6 If you have spent one or more nights in the Tamar or Franklin units in the last 6 months please answer the questions below:

YES NO

Were you treated well by unit staff? ☐ ☐

Did you know why you were there? ☐ ☐

Could you shower every day? ☐ ☐

Could you go outside for exercise every day? ☐ ☐

Could you use the phone every day (if you had credit)? ☐ ☐

15. EDUCATION, SKILLS AND WORK

15.1 Is it easy or difficult to get into the following activities?

	EASY	DIFFICULT	DON'T KNOW	NOT AVAILABLE HERE
Education	☐	☐	☐	☐
Vocational skills or training	☐	☐	☐	☐
Prison job	☐	☐	☐	☐
Voluntary work outside the prison	☐	☐	☐	☐
Paid work outside the prison	☐	☐	☐	☐

15.2 If you have done any of these activities while in prison, do you think they will help you on release?

	YES, WILL HELP	NO, WON'T HELP	I'VE NOT DONE THIS
Education	☐	☐	☐
Vocational skills or training	☐	☐	☐
Prison job	☐	☐	☐
Voluntary work outside the prison	☐	☐	☐
Paid work outside the prison	☐	☐	☐

15.3 Do staff encourage you to attend education, training or work?

Yes	☐
No	☐
Not applicable because I'm on remand	☐

16. PLANNING AND PROGRESSION

16.1 Do you have a sentence plan?

Yes ☐

No ☐

16.2 Do you understand what you need to do to achieve the objectives or targets in your sentence plan?

Yes ☐

No ☐

I don't know what my objectives or targets are ☐

16.3 Are staff here supporting you to achieve your objectives or targets?

Yes ☐

No ☐

I don't know what my objectives or targets are ☐

16.4 If you have done any of the following things in prison, did they help you achieve your objectives or targets?

	YES, THIS HELPED	NO, THIS DIDN'T HELP	NOT DONE / DON'T KNOW
Offending behaviour programmes	☐	☐	☐
Other programmes	☐	☐	☐
One to one work	☐	☐	☐
Sections – resocialisation & reintegration	☐	☐	☐

17. PREPARATION FOR RELEASE

17.1 Do you expect to be released in the next 3 months?

Yes ☐

No ☐

I don't know ☐

If you answered 'No' or 'I don't know' to this question, please go straight to the next section OVERALL. If you answered 'Yes' to this question, please answer the questions below

17.2 Is anybody helping you prepare for your release?

Yes ☐

No ☐

17.3 Who is helping you? *Please tick all that apply*

Correctional officer ☐

Planning officer ☐

Probation officer ☐

External service provider such as ☐

ONESIMUS or Beyond the Wire. *Please provide details*

17.4 Are you getting help to sort out the following things for when you are released?

	YES, I'M GETTING HELP WITH THIS	NO, BUT I NEED HELP WITH THIS	NO, AND I DON'T NEED HELP WITH THIS
Finding accommodation	☐	☐	☐
Getting employment	☐	☐	☐
Setting up education or training	☐	☐	☐
Arranging welfare benefits	☐	☐	☐
Sorting out finances	☐	☐	☐
Support for drug or alcohol problems	☐	☐	☐
Health / mental health support	☐	☐	☐
Social care support	☐	☐	☐
Getting back in touch with family / friends	☐	☐	☐

17.5 When you think about your release, how concerned are you about.....

	VERY	SOME WHAT	NOT VERY	NOT AT ALL	N/A
Finding suitable accommodation	☐	☐	☐	☐	☐
Finding employment	☐	☐	☐	☐	☐
Financial stability	☐	☐	☐	☐	☐
Coping with a drug or alcohol addiction	☐	☐	☐	☐	☐
FVO or restraining orders	☐	☐	☐	☐	☐
Dealing with outstanding debts	☐	☐	☐	☐	☐
Dealing with outstanding charges / warrants	☐	☐	☐	☐	☐
Connecting with family	☐	☐	☐	☐	☐
Connecting with your children	☐	☐	☐	☐	☐
Managing your health	☐	☐	☐	☐	☐
Not offending again in the future	☐	☐	☐	☐	☐

Bedding	☐	☐
Your unit	☐	☐
Canteen	☐	☐
Amount of organised sport	☐	☐
Shower/bathroom facilities	☐	☐
The gym	☐	☐
Access to other recreation	☐	☐
Access to the library	☐	☐

18.3 Is there anything else you'd like to tell us? *Please write below:*

19. MORE ABOUT YOU

Thank you for answering our questions about your experiences in prison. We now have a few more questions about you as a person. This is so that the Custodial Inspector can check that everybody is being treated fairly in prison. We will not use this information to identify you or anyone else. Your answers are confidential and will only be seen by Custodial Inspector staff and researchers, and the ONESIMUS volunteers. You don't need to put your name on this form.

19.1 What is your gender?

Male ☐

Female ☐

Non-binary ☐

Other – *please specify* ☐

19.2 Is this your first time in prison?Yes ☐No ☐

19.3 Which security level are you?Minimum ☐Medium ☐Maximum ☐Don't know ☐

19.4 Before coming into prison this time, where did you normally live?Southern Tasmania ☐Northern
Tasmania ☐North West Tasmania ☐East Coast
Tasmania ☐Midlands/Central
Tasmania ☐

Appendix 2 Staff Engagement Survey



Confidential TPS Employee Engagement Survey, September 2020

Welcome

The Custodial Inspector is undertaking a Tasmania Prison Service staff employee engagement survey.

The survey replicates the questions in the TPS staff survey undertaken as part of the Resources and Systems Inspection completed in 2019, and covers the following areas:

- the TPS workforce
- your training and development and
- prison management, policy and planning.

Your feedback is confidential and will provide the Inspector with your views and experiences regarding the above subjects. No identifying data is collected or stored by the Custodial Inspectorate. A high level summary of the survey results will be provided to the Secretary of Justice and the Director of Prisons.

The survey will take 5 to 10 minutes to complete and your participation is strongly encouraged.



Confidential TPS Employee Engagement Survey, September 2020

General

1. I am

- ☐ Uniform TPS staff
☐ Non-Uniform TPS staff

2. I am proud to be an employee of the Tasmania Prison Service

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

3. I am generally happy at work and enjoy my role

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

4. I feel valued at work for my contribution

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

5. I would reapply for my current job if given the opportunity

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

6. I would refer a friend or family member to work at the TPS

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

7. I feel exhausted at the thought of another day at work

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Workplace Culture, Leadership and Operational Management

8. I feel supported by TPS management

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

9. I have confidence in the TPS leadership and management team

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

10. Management takes feedback and concerns seriously

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

11. The management team is transparent about decision making

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

12. I am consulted by management in relation to workplace decisions that impact on me

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

13. I have confidence in my manager

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

14. My manager responds to my questions and feedback within a timely manner

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

15. My manager demonstrates an interest in my health and wellbeing

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Workplace Culture, Leadership and Operational Management (Cont'd)

16. My manager has the technical expertise and leadership skills necessary to effectively manage the staff within their responsibility

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

17. I receive recognition from my manager for a job well done

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

18. I have confidence, trust and respect for my supervisor

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

19. I understand the strategic drivers and how my role contributes to the TPS's success in achieving outcomes

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

20. The Director and the Senior Management Team actively demonstrate the TPS Values in making decisions in the best interests of staff and the success of the TPS

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

21. I feel like I belong and am part of a team that contributes to the organisational culture of the TPS

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

22. I was consulted and asked to contribute to the Tasmania Prison Service Business Plan

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Staff Grievances

23. I understand my workplace rights as they relate to grievances in the workplace (ie including but not limited to bullying, harassment, intimidation, direct/indirect discrimination)

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

24. TPS has a Policy and Procedure in place to deal with workplace grievances (ie including but not limited to inappropriate workplace behaviours such as but not limited to bullying, harassment, intimidation, direct/indirect discrimination)

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

25. HR personnel ensure that procedural fairness and natural justice apply to grievances to ensure adequate resolution

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

26. I feel supported by TPS management and HR personnel to raise a workplace grievance

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

27. Management and HR personnel resolve grievances promptly, fairly, sensitively and confidentially

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Performance, Training and Development

28. The TPS Performance Management Framework provides an opportunity to develop a plan for my key role deliverables and developmental opportunities

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

29. On commencing in my role I was provided with the necessary entry-level and subsequent training to effectively perform my role

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

30. I am kept up to date with current practices, policies, changes and workplace developments

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

31. I am provided with the necessary ongoing training, tools and materials to succeed in my role and contribute to the success of the TPS

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |



Confidential TPS Employee Engagement Survey, September 2020

Work Environment

32. My position description is up-to-date and accurately reflects the purpose, key duties and accountabilities for my role

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

33. I believe my workload is reasonable for my role

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

34. I am educated in and understand the TPS Work Health & Safety and Environmental Policies and Procedures

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

35. I feel safe at work

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

36. I am provided with the necessary personal protective equipment to perform my role

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

37. Day-to-day management decisions demonstrate that prisoner safety is treated seriously and considered high priority

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

38. Day-to-day management decisions demonstrate that TPS staff safety is treated seriously and considered high priority

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

39. I know where and how, or who, to access for appropriate resources and information to undertake my role successfully

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

40. I have access to infectious diseases emergency materials to assist me with undertaking my role

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

41. Following critical incidents, I have been offered a range of relevant opportunities for debriefing

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

42. I am aware of the Employee Assistance Program details to engage support and counselling should I wish to access this external confidential service

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

43. I feel comfortable to use the TPS MATES Program

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

44. Funds and resources are adequately planned and budgeted for me to perform my role successfully

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Hours of Work

45. I understand my employment provisions, core hours and information relevant to my employment with the TPS

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

46. I know where and how to access Workplace Policies and Procedures such as the Overtime and Fatigue Management Policies

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

47. I am regularly asked to work overtime shifts

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

48. I feel that overtime shifts are fairly and equally distributed

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral



Confidential TPS Employee Engagement Survey, September 2020

Workers Compensation and Sick Leave

49. I am aware of the TPS Workers Compensation policy and process

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

50. I have had a previous Workers Compensation Claim, or I currently have a Claim

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

51. I have been informed by the TPS in relation to my and the employer's obligations in the case of a Workers Compensation Claim

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

52. I am aware of the TPS Sick Leave Policy and know how to access it

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |

53. I have previously incurred a workplace injury during my employment with TPS

- | | |
|--------------------------------------|---|
| ☐ Strongly agree | ☐ Disagree |
| ☐ Agree | ☐ Strongly disagree |
| ☐ Neutral | |



Confidential TPS Employee Engagement Survey, September 2020

What Do We Do Well?

54. List three things we do really well at the TPS

1.
2.
3.



Confidential TPS Employee Engagement Survey, September 2020

What Could We Do Better?

55. List three things that we could do to make the TPS a better place to work

1.
2.
3.



Confidential TPS Employee Engagement Survey, September 2020

Thank you for completing this survey!

*Survey results will be shared with the Tasmania Prison Service however individual responses will remain confidential.
If you wish to discuss any aspect of this survey, please contact the Office of the Custodial Inspector on 1800 001 170.*

Appendix 3 TPS Prisoner Survey – Comments

Question 7.8: If you haven't used Zoom visits, why not?

Number of responses:105

Major themes

1. Preference for established contact such as phone or contact visits or don't like Zoom visits, haven't bothered or not interested.
2. Still in the process of organising, new arrival to prison or waiting on applicants to be approved (after 4 months in one case).
3. Problems with the technology; access, utility and reception issues.
4. Unaware of its availability, hasn't been offered, don't know how or unsure of entitlement.
5. No need e.g., no visitors, next of kin or soon due for release.

Discussion

The answers to this question need to be considered within context of the COVID 19 pandemic and the suspension of prison visits as part of a Tasmania Prison Service strategy to reduce the risk of infection to both staff and prisoners as well as to the wider community. The use of video visits via Zoom was increased significantly to facilitate ongoing contact between prisoners and their approved visitors during the pandemic.

Respondents who clearly had no preference for Zoom visits fell into two categories; those who preferred established means of contact such as phone or contact visits and others who; don't like Zoom visits, haven't bothered or were not interested. This group was in the minority.

1. *Preference for established contact such as phone or contact visits or don't like Zoom visits, haven't bothered or not interested (27/105)*

May as well use the phone x 3

Nothing succeeds like personal eye to eye contact - bliss

Don't like video calls, only just use the phone

Rather face to face conversation

Prefer contact visits, otherwise kids play up

Not interested

Family can do contact visits

Because I haven't asked for one

No need to x 2

Rather contact visits

Don't feel the need to use them

Because they are shit

I hate them

Don't like it x2

Haven't requested one

Cause I haven't got around to it

Can't be bothered x 2

Don't like doing visits

I'm on remand for now, choose not to

I have no visitors on my list

Because I can't hold my kids or famile [family]

I haven't worried [worried] about it

2. *The majority of respondents indicated that they would have benefited from Zoom visits, however at the time of the survey some were anticipating using Zoom and were in the process; waiting for approval for applicants to be finalised; or they had only recently been incarcerated and hadn't begun the process (11/105)*

Haven't had an opportunity, having trouble contacting friends, family (getting phone numbers, addresses etc.) I feel like I've been left here to rot and forgotten about

I am setting it up now

Just getting visit forms sent out

Waiting to organise

Fiancé is unable to be approved because of lack of identification

Waiting on applicants to be approved as I have been for 4 months

Haven't heard back from family interstate whom I've requested them with

Only been here 1 week

Still waiting

Only been here 3 weeks

Whating [waiting] for someone to see about them

3. *Many saw technological issues as the major barrier for not utilising Zoom visits. These ranged from access and utility and reception issues. A common theme was the reliance on older or elderly parents (in most cases mothers) not having the ability to use the technology (23/105)*

Not always good reception

Not sure how it works

Reception cut off

Because they cut out
 My parents are elderly and not technology savvy
 No one know's how to set it up
 Family don't have a computer
 Mum isn't good with technology
 My mother is 85 and has no smart phone or computer
 Family unable to either use Zoom or bad times for contact
 Elderly parents unable to use computer
 My visitors are not computer savvy
 My parents are not able to use computers
 Mum's too old + kids can't (unable to use zoom because ADHD)
 Too hard to explain to family how to do it
 My mother don't know how to
 Used for a meeting; found it hard
 Ex Mrs won't set it up
 Poor service, kept freezing and glitching
 Visitors don't know how to
 Too difficult to arrange
 No way of contacting family
 My mum don't know how to do it

4. Many just didn't know about Zoom visits, had not been informed or given the opportunity or were not eligible (25/105)

Never heard about zoom visits
 Never been offered or told about Zoom x 5
 I am not sure how / don't know how x 16
 Don't know what to do let alone heard of it!
 Family don't know [know] how
 Not eligible at LRP I don't think

5. Others felt that due to their circumstances they had; no need e.g., no visitors or next of kin, or would soon be due for release and the remainder were difficult to categorise and responded variously (19/105)

My partner cannot set it in motion, not the system's fault, she has severe social anxiety, with a sympathetic ear and little flexibility, we could succeed
 I have used zoom thru vets [possibly veterans] counselling outside
 Fiancé is unable to be approved because of lack of identification
 Just want my prison time to not be part of my life once done

Not acceptable for funerals

Don't want my kids seeing me hear

I have only used it one time

No one available to connect to

Due to be out by Christmas

Because I have reasons I don't want to have visits

No state; family or friends

Told I can't have visits being punished for prison staff for lying about me and now on punishment

Too difficult with kids in school, family finding the time & difficulty having kids in one place, stressful for family & inmate

Personal reasons x3

No family

No next of kin or family

No one to visit

Question 8.5: Typically, how often do you go to the gym? If never, why?

Number of responses: 104

Major themes

1. Safety concerns, intimidation and not feeling welcome
2. Access / off limits / no gym in unit / staffing issues / lockdowns
3. Gym inadequate / not fit for purpose
4. No motivation
5. Making alternative arrangements
6. Unable due to age or health concerns
7. Other

Discussion

This data highlights prisoners' aspirations to access physical activity via the prison gymnasium. While some prisoners dismissed the importance of their physical health due to motivation, their age and disabilities, the majority resented the fact that the amenity was not available and pointed to a number of reasons why.

Access to the gym which is only able to cater to a mere four or six at any time - for a prisoner population of around 400 - is problematic. Many prisoners simply lost hope of gaining access while others organised their own fitness activities as best they could, given the circumstances.

The combination of safety concerns and a lack of access due to staff shortages, lockdowns and an uncaring attitude by staff contributed to their concerns.

References were made to a cohort of prisoners who seemed to have ownership of the facility thus barring access to others. RBP Division 4 were singled out as being not liked, not allowed and not welcome.

1. Safety concerns, intimidation and not feeling welcome were raised by many respondents (17/104)

Not interested in the hostile environment

Antagonistic environment, feeling unwelcome and unsafe

Not safe there

Don't feel safe going to gym

Not safe. Full of aggressive sociopaths

Not sure if it is safe

Because I get called a lot of names

Don't like been in a room with other people that are just hanging around

Problems with other prisoners

Not excepted [accepted]

Because Div 1-6 Dominate the gym

Because they never get protection in there

I'm not wanted/allowed because I'm a SO [sex offender]

Too many dickheads

Div. 4 not allowed or welcomed

They don't like people from div 4 in there

Cause I'm in div 4, they don't like div 4 people

2. The overwhelming number of responses pointed to limited or no access indicating; the gym was off limits, there wasn't one, staffing issues and lockdowns (25/104)

We don't have a gym

Not open much

Too crowded

Can't get a turn

Short staffed

They don't let us go

Officers won't take us

No gym in max

Never opened

Not accessible to our unit - correction, an inmate just informed me, we are invited on Wed[nesday] I've never been informed, 8 months here - no induction

Was once a week but haven't been for over two

Always locked down its a joke

There is no gym in Apsley

No reason why, just don't let us

Not an option to

Too many people

Not allowed from [Derwent] Bravo I wish I could, 50KG extra weight now

D[ivision] 7

Housed in max

You can't not (can not) use gym in max

We don't have a gym in Wellington

Maximum security

The staff at HRP Don't ASK

Derwent don't get to use it

No gym here; N/A – LRP

3. *Many respondents saw the gym as inadequate and not fit for purpose*
(11/104)

The gym holds 4 people for 200 of us

The gym holds 4 to 6 people a session [session] for 200 inmates

No weight bags in unit

Equipment is really old and there's not enough of it

The equipment is in the Hartz high lounge room

Isn't one Bike is BROKEN

Not in respectful place for others who sit or eat at the same place

Because of the area its in

No equipment

Gym is so small!

Only gym equipment at LRP – basic

4. *Prisoners simply stated that they had no motivation, using a variety of terms*
(14/104)

Not interested to go there

Not my thing

I'm a lazy cunt =)

No motivation, too embarrassed

Lazy

Lazy f*ck

I have no motivation

No interest

Because weight training is not my thing

I'm slack

Just not interested

Just don't want to

Not my thing

Cos I not in to gym

5. *Others, valuing the benefits of maintaining their fitness, made alternative arrangements* (7/104)

Walking is my exercise

I do light exercise, have hernia in stomach

It is overcrowded and very limited. In minimum we had free weights. I trained up there

Once per week; So, improvise and train in jail yard or alternatively, in cell

Equipment in VG [Vanessa Goodwin Unit] 2

I usually play basketball or volleyball

I have all tools in my yard

6. *Others stated they were not able due to age and health concerns* (7/104)

Age

Because I'm old and fat

Broken neck and shoulder, unbearable pain

Too old

I get a dry mouth and headache when using gym facilities, so I stopped exercising

To old 74 but I keep fit

OVER 60. YRS OLD

7. Finally, some answers / comments which, while not relating to the question, are as follows (23/104)

The last time was over 3 months

Twice a week or more

Don't know

I'm not sure?

Use to go, but stopped going in 2019

Don't ask

Never been able to since being in this unit

Never asked

About once a week

Twice a week or more

About once a week

Don't socialise with others

Been taking it 4 last 3 months

Not much

Not in last 2 years

All the time

Embarrassed to go cause I'm little =)

I don't know, I don't work here

In Tamar and don't know

Neva while I've been here

How?

Don't like being watched on camera

Don't know

Question 11.2: If you have a disability, are you getting the support you need? If no, please explain.

Number of responses: 61

Discussion

The overall responses to this question provided insufficient data to support a full analysis. The question is in two parts and requires a number of complete answers to enable this to be done. Only nineteen of 61 respondents actually stated that they had a disability and were willing to comment on the support level. Some respondents simply named up their condition. Others wrote general comments which were unrelated to the question while some responses could be described as a 'cry for help'. Overall, the general theme of dissatisfaction with the level of health care in the prison for people with disabilities did emerge.

The comments that were provided pointed to the following topics and issues:

1. Answers which go some way to addressing the question
2. Naming up health problem / disability
3. Challenges accessing health care / standard of care
4. Other

The comments where respondents went 'some way to answering the question' is presented below. As there was not an equivalent question asking for detail where people could comment positively on their treatment, it is necessary to compare the quantitative data where people ticked yes and no to gain a feel for the overall level of satisfaction to service delivery.

1. Answers which go some way to addressing the question (19/61)

Can't sleep, can't get sleeping tablets, medication after accident they won't give me
I have insomnia, don't get any treatment for pain relief. I get only Tramadol and Panadol. Hopeless

I'm an incomplete paraplegic [incomplete paraplegic] with bad foot ulcers and cold
loos my foot and no one [one] cares

I have ankylosing spondylitis [spondylitis] & spina-bifida arthritis. I get NO help from
health services

Medical records show I have back problems yet the systems or people working here
don't care to give you the help or medication required to help

I suffer chronic back pain from a work related injury and depression from some
accident. Poor health both outstanding problems with the doctors due to the
medications needed

I need DBT [possibly dialectical behavioural therapy] therapy, medication, I'm not
given either

I need to receive extensive trauma therapy - can't get it in here

Limited use in my left arm and constant pain

No as I have been cut off my medication and I have been on medication since I was a little boy - its wrong the way we are treated here

Back and ankle no support for these not even medication

Have a hip replacements and arthritis. Haven't got any aids rails toilet etc

People don't help with reading - writing - embarrassing [embarrassing] to ask staff

BACK OPERATION 3 YEARS NEEDING PAIN KILLERS BUT CANT GET THREE DOSES

Diabetic - meals inappropriate. Knee injury - severe, but only minor pain relief - inappropriate housing

Even after 20 request forms I'm still yet to see anyone about my mental health proplems [problems]

No - need medication urgently. Been here for 2 weeks without

No, my hearing is quite bad. Now one ear is almost completely dead. No follow up

Pills which have unwanted side effects - eg. I passed out because of a medication conflict

2. Naming up health problems / disabilities (15/61)

Schizophrenia

Bi-polar, anxiety made worse by sharing cell

No read and write

Fibromyalgia isn't understood

Limited use in my left arm and constant pain

Being in cell with other people! Paranoid Personality disorder

Major car accident in 2005 resulting in acquired brain injury

No (please explain); no, I can't read

I suffer from epilepsy at early stage of it

Yes; Cancer

Back is fucked, shoulder needs operation

Yes; I have severe mental health problems. I have been diagnosed with PTSD and polly [poly] substance abuse disorder

Been shot, never talk about it

I have mental health and learning disability

I suffer from epilepsy at early stage of it

3. *Challenges accessing health care / standard of care (11/61)*

I have not seen a doc[tor]

Support for some, little for another

TPS refuses to comply with doctor recommendations

I have a mental illness and I can't see a doctor

Yes; I need to be assessed for disability problems

TPS refuses to comply to doctors recommendations

It's hard as I need to see doctor, dentist, someone about my mental health

Mersey is a support unit, but there is no support

No health centre, pathetic

I need drug treatment before I get out. I have been asking them flat out

I need to figure out what is wrong with me, the system is failing to help me to do this

4. *Other (16/61)*

What help there aint any

The people in here aren't the best help

They couldn't give a stuff about me

NO in here. Mental health - they can prove support

They don't provide it

Not like I should be I don't think so

NEVER; NO MENTAL HEALTH SUPPORT

Need more communication with Medications & Mental Health

No S8's [Schedule 8 medications]

People don't help with reading - writing - embarrassing [embarrassing] to ask staff

No meds, no help

Doctors aint seen me yet but also not given me any medications shrink on out - and left struggling with this each day and night

They don't care at all

I've constantly asked for help, put request after request in and it doesn't get me anywhere. Our health system is a joke

I'm in constant pain, no one will HELP ME

No - need medication urgently. Been here for 2 weeks without

Question 13.4 If you were being bullied/victimised by other prisoners, would you report it? If no, please tell us why.

Number of responses: 134

Major Themes

1. Reporting bullying and victimisation is not acceptable or 'not the done thing'.
2. There are consequences for reporting bullying and victimisation.
3. Dealing with bullying and victimisation themselves.
4. Some respondents answered yes.
5. Futility of reporting and,
6. Other.

Discussion

Within this dataset, the theme which defines the discussion is the predominant view that reporting is not acceptable. It is referred to variously as 'being a dog or dogging', 'being a giveup', 'snitching', 'ratting or grassing'. In the words of one seasoned prisoner; "it is not the done thing. I came in 1999 - you don't do that".

Many of respondents commented on the inevitability of adverse consequences and some elaborated on how certain consequences might unfold. Some suggested they would deal with the problem themselves.

Despite the question clearly asking for respondents to comment if their answer was 'no', a number answered 'yes'; with some providing reasoning for doing so.

Some commented on the futility of reporting while a few made some inconsequential remarks.

In summary, these comments show very clearly that reporting bullying and victimisation is not the 'done thing' and prisoners who pursued this course would have to bear the consequences. It would be fair to say that much bullying and victimisation goes unreported.

1. Reporting bullying and victimisation is not acceptable or 'not the done thing' (40/134)

Because I don't want to be seen as a give up

Because I'm not a dobber

Cause iwi [I] wouldn't

I have to live here. That sort of things is not tolerated

Old school

I'm not a dog, snitch, grass

Not the thing to do in prison, as you have to live here
 You just don't!
 It's not the done thing
 Because the officers tell people who are bullying you that you gave them up
 Not a snitch
 You don't rat on other prisoners
 Just the way I am
 Not a dog x 11
 Rat
 Don't want to tell on other people, not the code here
 Stick by a code
 I'm not like that
 Don't want to tell on them - see and hear nothing
 I'm not a robber (dobber)
 Because I'm not a snitch
 It is not the done thing. I came in 1999 - you don't do that
 Omertà
 It's not the done thing
 Because it's called being a dog
 It's not what you do here
 Because we would moralals [morally] not be able to give someone up
 There's a code there
 Not what you do
 Just the way it is

2. There are consequences for reporting bullying and victimisation(44/134)

Because in a prison environment it makes things worse
 Because staff would make it worse
 Prison officers talk to inmates involved no action is usually taken. Prison Officers quite often tell the person you are complaining about, that you have complained about them breaching your confidentiality and then you are targeted by other inmates for being a rat/give up
 Because it would get worse when the prisoner you reported finds out
 Because the usual result is that a little or nothing happens and you are left to deal with it alone or got to a protection unit
 Consequences
 Because they move the victim not the perpetrator and then everyone calls you a dog and it ends up worse anyway
 Make things worse
 Get bashed or would make it worse
 Repercussions [repercussions]
 Other prisoners wouldn't respect & more possible intimidation
 Get in more trouble w/ [with] prisoners

Victimised

Just keep happening, would get worse

Officers wouldn't help anyway

It would only make the problem worse I would be branded a dog

It would make it worse

Fear of safety

Because it would cause more problems

Because some officers inform these prisoners that it has been reported

They will get you one way or the other

Because it makes more issues for you

Because it just makes things worse

Can't report it as it is my cell mate and officers tell him to do things to me

Because it comes back harder; because they confront the bully and then I get more because they know I've talked about it

Gets worse

Can't report it as it my cell mate and offices [officers] tell him to do thing too

More trouble

Open your eyes

This is the dragon's den! Make noise - get bitten

Dangerous to report such things

Just don't do it and it would too worse

Because it's failed and we are all here together

Then ya put on the dog in the yard

"Snitches get stitches" Tassie is too small, the system is designed to fail the fallable

Would make matters worse

Gets worse

Repercussions from fellow inmates

Would be bashed

Because it would make it worse & the guards would not help

Not worth the trouble that follows it

Just going to aggregate situation or land me in Wellington for "protection"

The risk is too high of further bullying if its found out to be reported

Because then it is worse as you are known as a dog

No for makes things worse

Because thing would get worse

For the fear of repercussions

Cause it would have caused more problems

Can cause problem to get worse

Repercussions [repercussions] no confidentiality

If you was to talk about you get bullied to an officer, thay most likely talk to un [an] inmat [inmate]. Sum [some] staff like to tell inmat [inmates], that why

Cause things get worse

Only makes things worse

Cos it can cause [cause] more problems

It would make it worse

Staff listen and watch deliberately moveing [moving] people with known issues together but again only if the said staff want you to suffer

Fear of safety

3. Dealing with bullying and victimisation themselves (13/134)

Would deal with it

I can deal with it, and its not safe being a 'dog'

I'd deal with it myself

Deal with it my own way

I would sort it out myself

Dealt with it myself

Take it into own hands

My problem

I'd do myself

Address issues

I would probably deal with it myself if. If unable to do so I would report it

I don't get bullied and if I did I'd deal with it myself

Cause it's my problem

4. Some respondents answered yes (7/134)

Yes; very difficult to do however

Yes; I did. Do. But the fall out is hell

Yes; officers laugh, some put on a dog

Yes; Sometimes depending on who the officer is

Yes

Yes; Depends on who was bullying me

Depends on situation

5. The futility of reporting bullying and victimisation (19/134)

If I could help it

Doubtful

They won't help

It won't help

What's the point

It wouldn't help

No trust with staff in relation to being anonymous

They do nothing about it

Because nothing would be done to stop it

Because it doesn't help

Nothing stops

Not worth it

They all talk a lot of crap, mouth of BUTT [but] do nothing about it

Causes issues that aren't worth the effort [effort]/trouble

The prison staff don't help

They don't care

No point, no officer cares

Officer don't do anything

Because they don't care

6. *Other (11/134)*

I haven't as yet

It's too hard

Prison code – usually [usually] dealt with violence if necessary

Old school values suggest that any potential issues are dealt with in house!

F.T.P

Politics

Maybe not

C/O's are worse than inmates

Why would I!

Paper work for the screws

Can't see it happening. Prisoners are the most beautiful people I know. Staff on the other hand

Question 13.5 Have you ever experienced any of the following types of bullying/victimisation from staff? Please tick all that apply. What happened?

Number of responses: 66

Major themes (or in this case, types of / details of bullying and victimisation)

1. One type identified.
2. More than one type identified.
3. Other / general comments.

Discussion

The survey question gave the respondents a number of options and asked them to tick boxes against the following:

Verbal abuse; Threats or intimidation; Physical assault; Sexual assault; Theft of canteen or property; Other bullying / victimisation; Not experienced any of these from staff here.

In addition, they were asked 'what happened' and many simply wrote in the box provided what they had ticked above. These data are not included below but are available in the quantitative data.

Additional comments were provided by the respondents when asked 'what happened?' (where the type of bullying / victimisation is not clear, the comments were prefaced by the type provided by the respondent in their comments).

1. One type of bullying/victimisation (33/66)

An unfair situation by an officer but I didn't take it any further

One officer has made me feel uncomfortable by belittling me

Verbal abuse; Only from one staff member who will often abuse or belittle me publicly

I had been searched [searched] by a male officer who I had something in foreskin. He called for backup while naked two female screws wrestled me and pulled by foreskin back

Stole my money

I've been bashed by 3 inmates

Officer mouth off. I mouthed off back. I got punished

Staff in max used to threaten and speak to you poorly when locked in your cell when being punished and move to different area, my property done a magic trick

Officer thought I was concealing contraband so I was made to insert a finger in my anus then officer laughed

I was transferred from minimum security back to medium because an officer claimed I was racist without investigation. He threw my canteen items into the bin just so I couldn't have them

An officer told my unit; was the reason she was leaving women's prison

Sexual assault; What happened; Don't wish to disclose information still going through court

Other bullying/victimisation; What happened; Racism

Sexual assault; What happened; I'm too scared to complain about it

Not given canteen/reclassified/put back in super maximum/lies made up by staff saying I refused piss test by security

My first time in jail I had staff come in my cell and kick me in the guts

Physical assault; What happened; When restraining they get a bit rough

My first time in jail I had staff come in my cell kick in the guts and shoved a broom up my ass

Poked in the forehead with a key by a supervisor, told I was going to get more than that in the head

Verbal opinions about my crime

Difference of opinion

When being restrained (pinned) some one stood on my head

Verbal abuse; What happened; I was abused over my charge when she knew nothing about it

Threats of being locked down

I was grabbed by the throat by a C/O at XXXX on XXXX on XXXX south at about XXXX

Verbal abuse; got spoken to with swear words etc

Just verbal abuse that would result in reclassification if it was an inmate

Bullied for being a white muslim!

Sexual assault; Sexually assaulted during strip search

Mouthing us

Bullied by XXXX from security section of the prison!

A staff member told me he would take me out of protection and put me into mainstream and let me get bashed

2. More than one type of bullying/victimisation (7/66)

Threat - threaten to shanghai; Physical abuse years ago; have observed an officer deliberately try to run over an inmate then abuse the inmate as though it was his fault

In max, I was denied the number to ring Ombudsman when I wanted to lodge a complaint. I have been discriminated against being a sex offender denied access to outside jobs due to the crime. Once in protection an officer told other inmates it was my fault they were being locked back in their cells, because I wanted my hour of outside exercise time @ LRP

Verbal abuse; Theft of canteen or property; Same as above - don't upset the dragon's master!

Stolen property, told we are scums and assaulted whilst in cuffs

Personal property/canteen missing when left with staff. Use of control chemicals effects sleep - body aches and pains (joints, kidneys), makes you feel sick, headaches, dry mouth, sweat that badly at night mattress go mouldy as they are dripping wet

Sexual assault I've been sexually assaulted and physcally By Officers

Multiple incidents. Not so much or at all lately. Loss of canteen, TV, remission hurts. Stomped on more than once

3. *Other / general comments (26/66)*

The way they treat you here is not good

This box is too small, and I don't have all day; some officers get off on power

Don't want to tell on other prisoner - not a snitch

What happened; Don't want to say, it will be worse

The staff are amused while treating inmates like idiots

Been assaulted by them, threatened by them, everything

Just get treated different [different] to everyone else for some reason. Just wanted to be treaterd [treated] the same as everyone else

Not saying, just makes it worse

I don't want to talk about it because nothing will get done about it

Rather not say x2

Just when your already angry they say shit to make you angrier, mainly Tamar officers

The doctor is on a power trip & doesn't see a "person", views us as animals & himself as unable to be wrong and is wilfully negligent from the ego of playing god

Other, treatment due to misinformation from the media, other inmates and correctional officers

I received several cases of harassment from one XXXX and was pushed to meltdown by one XXXX as an excuse to assault me

Staff treat inmates poorly on average

XXXX is a wanker

Not a dog

No time

Too many times

Ex partners family are in here

Inappropriate comments made and staff member was removed following investigation

Long story

Just thinking their [they're] king shit, tryna [trying to] make fun of people

It's a daily thing

Strip search is a form of sexual assault!! One time they left me naked in a cell

N/A

Question 13.6 If you were being bullied / victimised by staff, would you report it? If you answered no, please tell us why.

Number of Responses: 124

Major Themes

1. Reporting bullying and victimisation is not acceptable or 'not the done thing'.
2. There are consequences for reporting bullying and victimisation.
3. Dealing with bullying and victimisation themselves.
4. Some respondents answered yes.
5. Futility of reporting and,
6. Other.

Discussion

As with the responses to Question 13.4, which referred to 'other prisoners' not staff, the predominant view is that the 'code' or omertà guides the majority of prisoners' decisions when faced with the prospect of reporting being bullied or victimised by staff. The same themes emerged as did in Question 13.4.

Some responses could sit under more than one heading; for example; 'nothing happens about it anyway, just makes it harder on yourself, portrays a sense of futility as well as - there could be consequences.

Again, the discussion relating to Question 13.4 applies equally:

- Many of respondents commented on the inevitability of adverse consequences and some elaborated on how certain consequences might unfold. Some suggested they would deal with the problem themselves.
- Despite the question clearly asking for respondents to comment if their answer was 'no', a number answered 'yes'; with some providing reasoning for doing so.
- Some commented on futility of reporting while a few made some inconsequential remarks.

In summary, the comments showed very clearly that reporting bullying and victimisation is not the 'done thing' and prisoners who pursued this course would have to bear the consequences. It would be fair to say that much bullying and victimisation goes unreported.

1. Reporting bullying and victimisation is not acceptable or 'not the done thing' (15/124)

Because I'm not a give up
 Because it makes you a DOG
 I'm not a dog, snitch or grass x8
 Not the thing to do in prison, as you have to live here
 You just don't!
 Don't want to tell on other people, not the code here
 I'm not like that
 By principle - Not going to give someone up, in prison for this reason

2. There are consequences for reporting bullying and victimisation (47/124)

Because it doesn't end well
 Would just cop more of it from other staff they would make life here impossible
 Fear of reprisals
 You're targeted by correctional staff and branded a trouble maker and future requests are denied as punishment and power trip
 Wouldn't be sure of the consequences
 Matters would largely become worse
 Don't know - consequences could be worse than any problem
 Victimised
 Who to? Just makes it worse
 Officers come into your cell and assault you and threaten to leave drugs in my cell
 It would make things worse, they would all join in
 Because it just makes your time hard as hell
 Suffer repercussions x 2
 They back each other up. Plus they make hard for you
 Because the officers gang up on us
 Because they will move you
 Because it just makes things worse
 Further problems
 Fear of retribution
 Scared they would do it again
 Because they'll gang up on you it would be bad
 Scared they would do it again
 Why, because they fuck you over anyway
 No need to put yourself in that situation - don't want to do longer than you have already in prison
 Because they will get me again
 Another inmate was threatened because he didn't want to move to another unit
 Retaliation
 You just get victimised
 Make my time in prison very hard

Fear of reprisal

Not again. Reprisals are huge

It would cause more problems than solve problems

I would but I get threaten by the officers

[They] work here. Make your life hard

Would get worse x6

Yes; bullying. If officer get a hold of it they twist and turn it around to make you look like the liar. They all gang up on you to make you not want to come forward again.

Makes your time too hard. if you do, sometimes. report your b

Make time harder for all stick together

Because of repercussions. Inmates are never believed or taken seriously

It will happen again

Fear of being targeted

Protection is not a good place

3. Dealing with bullying and victimisation themselves (5/124)

I'd deal with it; reporting it would make it worse

I would take my own action

Deal with it my own way

Because I'd front up and deal with issues face to face, P.S. hopefully with grace!

Deal with it myself

4. Some respondents answered yes (5/124)

Yes x3

Yes; preferably anonymously

Yes; who too?

5. Futility of reporting (30/124)

No one would do anything

Falsifying issues

It's like complaining to your mother in law about your wife

They won't help

Tried once & it 'got lost'

What's the point nothing would happen

Because nothing would be done about it

Nothing gets heard

Because I feel like there is no point

Is the pope catholic? it would go nowhere

Nothing would come of it. Taste (Tassie) is a small place. omertÃ

They do nothing

Why?

Nothing happens about it anyway, just makes it harder on yourself

Wouldn't help

Cause nothing happens

Because nothing would be done to stop it
 Doesn't help
 Officers protect other officers. Therefore, nothing would happen to staff, only I would suffer
 It would be covered up (host)
 Who to?
 Nothing you can do
 Who to? staff? why bother?
 Nothing would happen x5
 My personal life experience has taught me that reporting an authority is never taken seriously
 I tried and it didn't go anywhere
 They would only deny it
 Who to. This place always backs its staff
 Why would I!
 Pointless these staff just lie and cover things up

6. *Other (22/124)*

Usually good
 Probably not
 I didn't know holding cells at HRP had cameras that record
 Can't explain why
 Cause I'd attack them
 Cos I'd punch them in the fucking mouth!
 Wouldn't know who or how to report
 Makes things worse, no trust with staff in relation to being anonymous
 Patience is a virtue
 I couldn't do it; they have a hard enough job as it is
 So naive you are
 Because I'd rather just attack them, and be punished for it, than to report it and it go no where
 Pointless as the issues I have as I am very chemical sensitive are part of their practices and procedures
 No
 Politics
 They stick together
 They hide it away, some guards aren't too well trained
 Maybe not
 Don't no know you can trust
 Because they don't care
 Not shaw (sure)
 Bullies protect bullies

Question 17.3 Who is helping you? Please tick all that apply

Question 17 seeks to elicit information about the nature and extent of planning for release from prison. This part of the question (17.3) asks who, among the following; Correctional Officer, Planning Officer, Probation Officer or External Service Provider such as ONESIMUS or Beyond the Wire, is helping.

These data are captured in the quantitative section.

The question also asked the respondents to provide further details. Ninety three respondents provided details / comments which are listed below:

Absolutely know one other than family.
 Community corrections after drug court
 Correctional officer x15
 Correctional officer; Planning officer; Probation officer x3
 Correctional officer; Probation officer
 Daughter
 Don't really have support
 External service provider x6
 External service provider; Ian beyond the wire
 External service provider; lawyer
 External service provider; some worker
 'Helping??'
 I'm living in darkness & fear associated with uncertainty.
 Life skills coach XXXX & S.A.S.S
 Myself
 No one x19
 NO ONE ATM
 No one has spoken with me about any of this - ever
 No one is helping me as I'm not sentenced.
 None of them
 Planning and reintegration
 Planning officer x23
 Planning officer; External service provider x2
 Planning officer; XXXX is very helpful - reintegration
 Planning officer; Probation officer x2
 Planning officer; Probation officer; External service provider
 Probation officer x3
 TPS Therapeutics

Question 18.3 Is there anything else you'd like to tell us

Respondents' 'general comments' are prefaced by their survey number in parentheses. Some also chose to present their comments in relation to a particular survey question number. In these cases, the question number has been indicated by them. So, whatever is attributed to a particular survey (for example, Survey #25 = (25) is sometimes followed by the number of a particular question (for example, Q 13.4), and then a comment. A dash (-) is used where they have identified distinct or separate issues.

Arrival and Reception

(5) Q2.3 Reception prison officers are almost always abrupt - too busy to care if you have questions or need anything. Reception prison cells are rarely clean even bedding can used or unwashed.

(5) Q2.5 Answer is always "to put in a request".

(156) I think it is wrong for remands and other prisoners that may or may not have been abused all their lives sexually and physically having to bend over and spread their bum cheeks in front of numerous people during strip searches, even not previous a victim I feel violated and sick after this happens.

(202) No help to quit cigarettes, and not being able to have a smoke it not great. No help from staff on entry.

First Night and Induction

(5) Q3.1 Most services provided the next day.

(5) Q3.2 Had to ask for fresh sheets and pillowcase.

(7) In relation to Q 3.1 - If you are locked up by the police the Prison cannot offer anything until remanded by the court.

(159) Have had no induction or therapeutic care since my incarceration. No "rules" booklitt [booklet] or cancelling [counselling] at all. Has to learn from fellow prisoners.

(202) I had never been to prison and had no idea where showers, library or anything was. Asked an officer and they told me to asked someone else. I also didn't know there was limits to canteen.

Your Unit/Division

(45) No pillow for one week, also told by staff others have no pillow [pillow].

(45) Hot water in shower turned off at 5pm-6pm [Rosebery].

(72) Toilet doors missing. Cannot see your face in mirrors for shaving - have been requesting replacement for 6 months, another man in this unit claims this problem has existed in this unit for several years [Barrington].

(125) Nothing to do with this unit - supposed to be mental health unit but don't have anything in here. eg, PS4, boxing bag, yard [Mersey].

(247) Sharing cells in Wellington is a disgrace. Sleeping on floor with a mattress, no room to move, overcrowded, poor conditions.

(254) In Wellington there is far too much sharing cells (cells underlined) Un-hygienic [unhygienic] & health hazard.

(255) We need a toilet [Wellington].

(281) Unsented prisoners cannot be housed in the minimum units [Hartz].

Relationships with Staff

(16) I would like to mention that there are officers here that do care. They are both helpful and friendly in their dealings with you. However few of them are in the middle or senior management and so have little effect on the prison as a whole. There is no doubt that these decent individuals are blocked from rank and positions where they could influence their fellow officers or prisoners in any significant way. Nothing will change until a Director is appointed who will encourage the necessary change and employ officers with the education and attributes to put change into effect!

(35) The prison system is f.... it needs to have a good look at other systems. A remanded inmate is treated like a sentence one.

(36) Arbitrary removal of personal items.

(114) Officers think they're cops, gangsters or standover men.

(142) No case officer & case officer names used to be on payslip but not anymore - was helpful but now not done.

- Don't have case officers go through case notes with prisoners anymore.

- Superintendents have their favourites and talk to inmate visitors, but don't help/do anything.

(224) Lack of respect.

(249) In the last 12 months staff have been rude.

- The knew (new) staff have come to (too) many at once.

- Any knew (new) staff these days.

(257) I think some of the staff treat you unfairly. I feel like I can't talk to some of the officers as they are disrespectful. * I feel like we are constantly judged by the actions we make and its harder than people think being here.

(281) Staff can be very rude and not helpful or willing to help issues or be fair.

(282) Need to be treated as humans who made mistakes not a breed of human that don't belong.

(286) Whilst on remand there's nothing they can do for us.

Contact with Family and Friends

(10) 1. Not enough is being done to accommodate maintaining family connections. Especially when family and friends live in the north of the state. Visits aren't very long phone calls are expensive and facilities are poor/boring for children when visiting can be quite uncomfortable at times.

(23) Phone call expensive.

(36) Kids are & covid restrictions.

(122) Visits are hopeless (1 visit) (2 people).

(124) Families are being torn apart by visits not allowing anymore than one child per week. It takes a man one month to see all 4 of his children... 1 per week...

(197) Visitors at VRC treated like prisoners and unfairly.

(272) Cost of calls.

(275) We need to be able to make phone call[s], in private from other prisoners, and free from loud background noises.

(279) We would like to be able to write to people who are in prison, without needing permission of supervisors and no orders are in place.

Time out of Cell

Discussion: Included here are questions regarding access to the library (see contribution by 28).

(28) Q7.3 - re using phone - Answered No. - Made comment "You can't use the phone if you are locked down almost impossible to get to the phone if out for only 1/2 a day".

- Q8.2-8.4 - Didn't tick any box - Made comment All these questions are not applicable when locked downs are as prevalent as they have been in the last year. Even on days when we aren't locked down we are only out for 29% of the time this year. We have averaged 12% of the total time out of our cells.

- Q8.7 - Ticketed No. - Made Comment "I get books from RBP but slow (sometimes wait three weeks or more). Don't have any choice. Have to rely on the library workers choice, and I think they do the best they can. Book come down and go back up via the food trolley, and sometimes it is very slow".

(43) Need more staff to stop lockdowns!

(63) The lockdowns.

(64) We don't get to go to the gym.

- We get locked down all the time.

- We should get Foxtel as we are always locked down.

(67) This year we have been locked down two thirds longer than we have been out.

(68) The lockdown days this year has gotten very bad, I'd say we've been in lockdown 2/3 of the year.

(69) This would be the only prison in Australia that you are locked down so much. The worst of it is that you cannot phone your family and talk with them. They get quite concerned when they don't hear from you. And it's not their reason you're in here.

(87) We need more outside time, as 1 hour to 1.5 hours a day isn't enough.

(136) the locked down days without a phone call; the last 7 days we have had 5 hours out of our cell; no hygiene or anything.

(142) One group of prisoners let out an hour longer everyday (two people walk group in protection).

- Not enough phones, cannot get on it (+ lockdowns).

(154) Lockdown SA - on jail now.

(161) STOP FUCKING LOCKING US DOWN.

(168) We are locked down all the time, up to 96 hours straight at a time, with 2 people jammed in a single cell.

(169) not enough time out of cell, sometimes lockdown with another bloke in single cell for up to a week.

(170) Youse recon youse worry about people's mental heath, but locking 2 people I na cell for day's on end tells me you's couldn't care less an when you do get out its 1 1/2 hr walk a day, that is inumance [possibly inhumane]. Locking people in cell's like this an[d] limit walk time, it makes you mentally unwell, sitting in a cell an[d] no phone calls to family on the outside makes you stress, whilst on lockdowns. maybe a phone call during lockdowns wouldn't go astray to ease the mind.

(172) Yous say you worry about mental health but you are happy to have us locked down all the time and when we are out its only for a hour and a half a day, so to me that says yous don't care at all about us.

(173) We are overcrowded and understaffed, lockdown all the time.

(176) I don't understand how they can justify all the lockdowns. In the last 7 days we have had 3 hours out of our cell, were on the brink of a jail wide riot, we're sick to death of it.

(180) Lockdown means you can't do anything.

(182) Lockdowns.

(202) We are locked down 3 of 8 days & weekends.

(249) Punishment to long lock down.

Requests, Complaints and Legal Rights

(47) Request forms are often not answered, lied to a lot.

(86) I would like to know in this survey are the questionnaire form backed with sincerity or just put in the rubbish as the screws here don't put through all request forms and they end up in the bin.

(90) I would like to get help with my appeal on my classification as I know that I didn't refuse a security urine test, they only asked me to do a medical, one which I was allowed to refuse. Thanks, my name is XXXX.

(173) nothings ever done about complaints.

(189) Because there are only two phones in education, I had to take a call from my lawyer in front of a correctional staff and other prisoners which is a breach of privacy.

(190) Yes, I have tryed [tried] to get help in here from ombudsman/lawyers/some other places and I get no were. It's fucking bullshit. The ombudsman always sticks up 4 jail, it a fucking joke. I'd like to no when they did acshly [actually] help some 1 cos iv never herd of it.

(191) A lot of talk and no enough action when it comes to request by prisoners about prison, food, housing etc. The prison is overcrowded and not equiept (equipped) to house as many prisoners as it is witch is resaulting [resulting] in long lock downs without any sign of change.

(227) music program got taken away for no reason. tried to get it back up and running but get ignored. it was the only thing I enjoyed in here.

(228) How do you complain about outside program facilitators?

(273) Seeking help for mental health and legal services through proper channels, have had to make multiple verbal complaints & 'kick up a stink' to make any progress.

Health Care

(2) The Dentist - I had all teeth pulled over two years ago and paid for false teeth and I'm still waiting for them so the dentist is.... It's the only thing I've complained about and requested and they never return them.

(5) Q10.4 Asked to seek help when first came in and was told to wait until sentenced [re mental health].

(23) Health issues with pain medication.

(27) Being cut of med's after being on them for 10 years with no access to doctor been four days without.

(40) Medical issues are bad. I have a broken and badly out of joint hand. I've had an x-ray and that is it. I was on medication on the outside and seen no-one and my complaints arn (aren't) heard. Am made to feel like a drugy [druggie], even trying to talk about it. My next step is the ombudsman!

(55) lack of access to required medication.

(57) I had a heart attack in prison and haven't had support of any kind, 30 months and still waiting.

(62) we need better food and access to medical treatment.

(89) We are treated poorly with no respect. I have cancer and can't see the doctor. I've been in since 2 July.

(114) health care is ridiculous.

(129) health centre is a disgrace.

(132) Health care needs to be addressed immediately, I will dies here.

(184) I have epilepsy and I am living in constant fear at inpatients, the doctor is CRIMINALLY NEGLIGENT and have just written to health ombudsman pleading for help regarding seizures & my deteriorating health. As a direct result, have been accused of making up my condition even though he has acknowledged that I suffer all symptoms & has disregarded years of professional advice & history.

This isn't my first time, but only now with the new doctor am I legitimately terrified of staying here, I feel so grossly and inadequately treated that I've had to ask staff for help regarding my own safety to myself (Which I know better than to do because nothing good comes from threatening self harm from past experience, I want to live but as it stands in my state, I welcome death with a shattered faith in the human spirit). The doctor is threatening, condescending, and is as physically repulsive as his attitude to other people. I am extremely sick, not from drug or alcohol withdrawal,

but by the sheer brutality and inhumanity shown by what ""they"" consider a "professional, cold hearted."

(185) There is a prolific systematic targeted use of controll [control] chemicals throughout the jail system by prison officers of various types. Some used on clothing, some used as an aromatic in cells and areas of congregation, causing headaches/dehydration, constantly coughing up phloem and asthmatic type symptoms, joints aching and extreme tiredness, yet inability to sleep. As I am very chemical sensitive, I have completely succumb to the use of these products to the point I no longer exercise, (I am a former athlete). I just hope minimum does not carry with the same methods.

(202) I'm currently on antidepressants and was told I only have 3 days more on these medications.

(208) They need a better doctor that listens and understands!

(221) Medical and the dentist need improving, too long waiting to get to see the dentist.

(256) Mental health support needed.

(260) Severe concerns regarding doctor making comments about previous scars from drug use. Saying you junkies are pathetic. Then requesting that I take my own blood. Allowing several other prisoners to take their own blood. I refused. Espacially [especially] after being an IV drug user.

(262) In mates on essential medication are not receiving it in a timely fashion when incarcerated.

(272) Dentist takes forever to get there, medication prescribed on outside not available or issued. this Prison is SHIT.

(273) Unmedicated after 4 weeks and nearly at bail date.

(275) The bedding icl [including] pillows & mattresses are absolutely atrocious and undoubtedly contribute to a lot of serious health conditions.

(281) Mental health support is very poor; Medication wise and staff are not supportive. People aren't getting the help/medication they need.

(293) I've be waiting since August 2019 to get false teeth I've paid for (Aug 2019) and think its discusting [disgusting]. i've got no idea when I'm getting them.

Other Support Needs

(23) Access to the library hard for disabled people.

(142) Sport and rec officer doesn't come in anymore.

(149) More help for people who can't read and write.

Alcohol and Drugs

(36) Drug programs - in-patient and release.

(71) There is no rehab! There is drug replacement medication that have changed lives for the better and we can't access it. We all want to be helped!

(137) I need S8 medication before I am released or ill get straight back on the drugs and reoffend because of it. I have a serious drug problem out there and have been asking them for 4 months now every day to put me on S8 medication and I feel like I am being ignored. What am I going to do if I am released? there is nothing for me.

(142) Easy to get prescription medication and illicit drugs in prison.

- Going for parole in 6 months, have been trying to get drug and alcohol programs for parole (11 months in jail).

(209) I would like smoke back.

(222) With life sentences and supporting economic growth why take out smoking?

(269) its Poor for S8's [schedule 8] drugs and alcahole [alcohol] support.

Safety

(10) Protection prisoners/sex offenders should have their own areas away from mainstream. Not made to share shower and recreational areas. Especially at RPC where assaults happen quite frequently and are either not reported by prisoners or ignored/covered up by staff. No access to phone at RPC, mainstream stand-over prisoners using phone and enter units without getting into trouble. Even at RBP - verbal abuse is very bad it is nearly impossible to exercise or get medication without being abused.

- Being denied safety gear due to expense.

(39) protection is not secluded from mainstream.

(65) I would like to tell you when people are in safe cell you should be able to read your mail not 1 week later. Being hosted with someone who bully you should not be allowed, more should be done about it, not good with people mental health.

(186) As off 26/10/2020 they have opened the unit whitch [which] was 23 hrs lockdown 1 hour outside. It is not safe if you have problems with mainstream prisoners, as of this day 29/10/2020 I been threatened and verbally assaulted. Help!! Between 2:30pm and 4:30pm today. Need a phone in protection (underlined).

(201) Bullying interfering in personal life away from prison.

(275) The bullying I see happen (mostly psycholgical) has not changed for years and the same offenders are getting away with it all the time.

(276) I think if the prison is going to display posters of No bullying is tolerated then they should stand by this and act accordingly. I seen girls bullied & report it yet no action.

(304) I was sexually assaulted by staff in late Feb 2020 during search, filed complaint but nothing happened, nor did I get a reply.

Behaviour Management

(200) I am currently housed in Div[ision] 1 - which is considered an incentive unit in which we have our own showers & 8 Ball tables, but the whole prison population can use those 8 Ball tables during the day so where is the incentive! F.T.S!"

Education, Skills and Work

(5) Q15.2 Have requested for 2.5 years been offered nothing.

(8). Need more education/training.

(36) More pay.

(43) Pay rize [rise] for laundry workers.

(64) Max prison don't get any education programs.

(74) Education of a substantial level is the key to the future for not only the young ones but us oldies too. For f*ck sake, teach us how to do something at the level required - traineeships, apprenticeships, building, spray painting, whatever, but it has to be substantial levels for self esteem to match. Education at Risdon is non existent.

(113) would like library access on the weekend.

(142) For books, no list of titles for prisoners to choose from.

(187) Education - there are no courses available for prisoners to apply to themselves while incarcerated to get qualified in a skill, so they can become self-employed, or courses offered to complete to an acceptable level in the community.

(238) I think education is most important part of our life. If we have good education service inside the prison that will be great.

(256) No computer access rarely more education support.

(298) Often courses are inappropriate and don't offer continuation. Need more graduate courses, more training equipment and more seating.

Planning and Progression

(5) Q16.4 Have tried to do all but have not been accepted on any programs or training.

(10) 3. Very hard to access help from offender managers or planning and reintegration, requests go unanswered and appointments are not very often. Resocialisation sections have been halved (time wise) and very very hard to apply for and get. Especially for long-termers who will really benefit from them.

(23) Lack of corrective programs.

(36) Incentives.

- need more programs x2.

- support programs - parole officer, life skills.

(106) there needs to be more of a range of courses and programs for us guys in medium low.

(122) Turned to shit, little on; no sections since escape.

(182) Programs.

(189) No information about anything from induction to sentence plan, you have to shop for officers since most won't help you or it will take a very long time. Case officers don't help you or even let you know that there your case officer - No long term support for rehabilitation. A lot of inconsistency from management to staff which destroys any chance of rehabilitation.

(195) Gt someone in here who is going to help these young kids, as there is nothing for them in here, nor is there anything for them upon there release.

(315) Classification inside the prison for housing should be based on your behaviour/preformance [performance] and compliance [compliance], not your charge. To be taken backwards because it was changed is very difficult when you've not done anything wrong.

(321) In the medium security facility there is no rehabilitation or reintergration [reintegration] therefore prisoners are stuck in a cycle of reoffending with no help.

Preparation for Release

(235) I am due for sections to return home, but can't go because I'm not housed at O'Hara. I have put several forms in to be transferred there but have never heard back to them. This puts stress on me and my family.

(245) If you go to O'Hara you can't go back into RBP to use the gym. This will stop me progressing. Can't use library @ O'Hara either.

Overall and General Comments

Some of the comments under this heading do contain grievances about a number of issues which have been dissected and placed under the appropriate headings, however others, if broken down, could detract from what the respondents are trying to convey. So in some cases, comments here will address a number of issues simultaneously. For example, Q 18.2 asked the respondents to rate both the *amount and quality of the food* as good or poor. While a separate heading on food and nutrition could be justified, given the number of comments on food and how they related to other comments, these have been placed into this general category.

(4) The isolation caused by being in prison as well as COVID 19 is not being addressed and causes more issues.

(5) I have never seen so much money wasted on nothing. Extremely poor management at every level. Knee jerk reactions and ideas that equal millions of waisted [wasted] dollars.

(10) 4. Being handcuffed as a minimum security prisoner for hospital appointments and walking through town.

(11) I know prison is not meant to be a nice place I see prison as a place of just doing time with very little encouragement for those who work hard and try hard in their place of employment.

(12) Doing a long time, would like a doctor and library to help on outside. I have next to no one to help me! Now.

(13) The prison system here is failing in lots of things. Look at the mainland prisons!

(19) The food quality is poor, the green salad comes mostly without dressing, sweet chilli only once a year. It is a pity how much food goes into the trash. Why is salad dressing and sweet chilli not on the canteen list. It would be better to reduce the amount of food and increase the allowance, so that the prisoner can buy from the canteen what they want and not so much would go into the trash.

(26) Budget blow out. It's shit here. No rehabilitation what so ever!

(32) I believe cigarettes should be allowed cause they aren't illegal n it's bigger health risk smoking dry broccoli in paper.

(33) Jail and staff need a look at [sentence not finished].

(36) Lower prices - want health food (assumed to be speaking about canteen).

- Better management.

(37) Jail is por (poor).

(39) Poor food, stuff all canteen.

(64) Canteen list is sh*t.

(68) There is no rehabilitation in Risdon Prison. There is little that prisoners can do in here.

- We should have a healthier range of food provided or available to buy! Our canteen just keeps getting smaller as they take things out of it and don't get replaced with anything else.

(71) Some serious issues are happening in this jail. Fair enough it's meant to be a jail but we are not animals and a waste of space!

- We have food that comes to us off and green meat!

(73) Just want to say thank you!

(75) The prison warehouses us. Prison officers are untrusting. I'd like to progress through the prison, I've done nothing wrong since being in here, I have no opportunity to move on. The system is punitive yet should be rehabilitative. I am institutionalised and can't function on the outside before I came in for 10 years, I had a job at a mine for a decade kids assets. Now I am hopeless, broken, aggressive and out of control but I want to believe that I will succeed once released but I'm facing another 10 years.

(79) I've just spent 21 months in maximum. I've been medium two weeks almost, this survey reflects medium living. Maximum in women's, life is very poor. We do nothing week in week out. Craft, sport and computers only happen here and there, never a granted.

(92) This prison is a big joke.

(93) This prison should be burned to the ground ASAP.

(94) No thanks.

(96) This place is run [run] by a bunch of clowns; no organisation what-so-ever.

(101) Please help. thank you all, for doing what you do.

(103) It's minimum, we should be able to walk on the outside of prison or like the farm; but that's not the case.

(114) The place is backwards, always changing, never getting better.

(115) Thanks for trying.

(116) Because I am a war veteran, I can't get any of the health and mental help I was promised by my legal team before I was sentenced. I was shocked by the sentence I was given, and how I was treated. I have a perfect record otherwise over 70 years; I had a perfect record. Being in prison is a massive shock and I'm struggling mentally and physically. I tell my family that I'm okay.

(120) It doesn't matter what we say or what you guys do, nothing will change; we're just criminals. They make it look like it's all good when you're around, same as the food. In a month it will go back to the same shit. I don't care cause I get out soon. But things need to change, not so much in Ron Barwick - but down in max and medium.

Always locked down, everything is so bad down there. Like I said, I'm going home soon so who cares.

(126) Shower curtains all max cells double up; 1x free phone call; no education, mersey 2006 - used to have problems; medication.

(129) Shitloads, I have a business idea I still keep to myself.

(132) They raise the prise [price] of products on canteen but prisoners pay's have never changed.

(133) It takes so long for things to happen, the process is lengthy and complicated.

(136) Canteen is so small.

(139) We are treated like dogs, spend more time locked down than out. People are coming out worse than they came in here.

(140) We would like to get more on canteen and more things to help us for when we get out.

(142) Food is horrible and frozen and reheated.

(142) I rely on canteen for my food.

(145) The prison is over-populated which is the main reason it's not working.

(155) I need help with a lot of things.

(158) No rehab reintegration and I've got a 25-year non-parole period + I will only be a better human because of my own will power, not because of any social help.

(167) Nothing ever changers, we need things to do and everyone should all be treaterd [treated] the same. Thank you.

(173) Something has to be done, this prison is a joke, there is no support here.

(174) I don't belong here =(

(183) Need to sort things out, I have been cumeing [coming] to jail since 2007.

(187) The powers, reports, actions and process of parole board needs to be addressed or a royal enquiry needed.

- P.S. classification security rating issues with the whole process from mall (?) [possibly bail] to the assessment, right through to the appeal process.

- P.S. I have gone for parole and been rejected. All of the above (17.5) still concerns for me greatly, especially the vindictiveness of victims of crime, the victim and Tasmania Police who are.

(188) I currently do not have a TV or hair (?) [possibly chair] in my cell and I have never damaged prison property, so there is no reason. I have had issues with high ranking officers (especially XXXX) behave aggressively towards me and encourage officers bellow them to do so as well.

(194) What a pandoras box Q. question. It's evidently apparent that Tasmanian prisoners are living in the "dark ages" experiencing conditions that are falling far below interstate standards! I.e. prison food, canteen & wages.

(197) Prison is poorly run, the left hand does not know what the right hand is doing (poor communication). Visitors at VRC treated like prisoners and unfairly.

(198) The key issue of becoming skilled & leaving with employment prospects & a future is being completely over looked. It's a disgrace. Virtually no support to prevent people coming back. Correctional staff don't care. The legal system is purely punitive & not at all focused on rehabilitation. I have had everything taken away from me & feel like my one offence is a life sentence. Am I now meant to forgo leading a normal productive life?

(202) Limited food provisions.

(203) I have served 21 years in this prison, and at this present time it, is the most poorly run facility I have encountered over the 21 years.

(205) Communal showers - very out dated and degrading.

(212) Place is a waste of time if ever used for rehabilitation. None whatsoever. Shit hotel.

(216) This prison is on a down hill slide. It gives long termers no incentive at all. We just need to bob around like a cork in the ocean with nothing to aim for, just waiting for time to pass as uneventfully as possible.

(217) Yeah, but no time.

(229) I have been in for 10 years and I believe change will never work until officers change their mind set... 'in minimum'.

(232) We need more information on the major offender!

(233) I am being warehoused. I have not spoken to a single person at any stage about training, suitable education, my case or any plan for what my 4 year minimum stay outcome should look like. I have worked for \$47.50 a week for 20 months straight. Where is a social worker? Who do you talk to about anything? I'm lucky I have family when care or I'd be doing my full 8 1/2 year sentence & getting out 10 times worse than when I came in.

(234) Have a good day.

(243) - Medium should be minimum.

- Newer facilities.

- Older in RBP.

(248) - Reclassification board needs to be fixed.

- Bad management.

- Sanctions we see on other prisoners too harse (harsh).

- We're doubled up in a single cell in max.

- Bad mental heath.

- I need glasses to see - still haven't seen dentist or optomtrist (optometrist) in 12 months.

- No peer support.

- No outside - I haven't felt grass 4 12 months.

(252) We want make up down here. Razers more than once a week, tweezers allowed down here. Different food instead of the sam shit every week. more visits aloud each week. zoom visits with men prisoners.

(253) Well would like to see family that are in jail to and would like tweezers & razors twice a week. Would like to have a cell of my own!!

(256) Canteen Ridiculous.

(262) Prison diet in MHWP is calcium deficient no dairy and only 2-3 slices of plastic cheese per week.

(264) Helping prisoners with personal issues, housing, prison stigma and education would help to stop reoffending. There is nowhere near enough help with education, skills, training and reconnecting to family!!

(281) Poor food quality. absolutely horrible.

(288) YES THE FOOD HERE IS TOO SPICEY. AND WHEN YOU GET A SALAD THE CHUTNEY IS ALL OVER THE MEAT. SHOULD BE TO THE SIDE.

(290) The overall quality of life in prison is quite poor due MAINLY to the staff and supervising officers they treat us like were Dirt!! Ive never been the same sense I was sexually Aausalted [assaulted] during my second sentence!!

(295) The prison needs to focus and address offending on an individual basis. Address the issues instead of a blanket/band aid fix.

(298) - Needs to be rethink on way guards (not correction) are trained - bullies, low education, unhelpful, many area lazy and will avoid assisting.

(301) My description of this non existant [existent] prison is "Twilight zone of incompetence".

(303) Racial discrimination is very rife, religious discrimination is again big, dirty units, officers come to work and do nothing to help anyone.

(311) I have been released a number of times with nothing in place and keep reoffending because I never get the help I need with accommodation - I.D. If I'm lucky I may get to see someone 40 days before my release date but not my remission date. Also if we are at work we miss out on doctors appointments. The whole system here really needs updateing [updating]. Thank you for helping us.

(312) The canteen needs fixing and more variety. The pay hasn't changed in over a decade. The visits need to be better. Why would we get stripped searched after a visit since we wear overalls into the visits? There is no difference in maximum and medium security visits, even though one is of a lesser security area. Maybe open the outside area?

(313) Why is it that every time you guys inspect this place the prison staff only show you the best food, the best cells, the cleanest parts of the prison. You would be discusted [disgusted] if you seen how we really life, how we are treated, the food we get.

(315) - Access to healthier snacks. e.g. carrot/celery sticks or purchase of a fresh food pack occasionally with something like bag lettuce, tomato's, cucumber, mushrooms.

- Canteen - some healthier choices.

(316) I understand prison is a punishment, but living in this shit hole is fucked.

(322) LRP needs an outdoor area. I've been here nearly a week and can't stand it!

(323) Top tip - this about everything you expect to be in here (as opposite) as you are able to imagine it. That is how this place is for real! Evil nasty and more corrupt and criminal than those whom actually live here (staff don't rotate from area too area, family works on units where family are doing time in the same units, aunties, uncles, cousins some staff are deliberately allowed to work and run certain areas to facilitate this same and run certain areas to facilitate this. Same staff, same areas 5-6 yrs to ten years, picking who goes where, whom replaces whom.

(324) Lockdown are shit. Laundry never gets done, goes missing. officers rude and ignore you. 1hr to use phone between 10 prisoners, doesn't work. Can't see health. Canteen always stuffed up. More jobs. More phones. Easier to move through prison.

(325) We've all got worms. Everyone eats everything. It is all too routine & convenient, and much taste in service of food. Therapeutics do not come to Huon or Bravo (Derwent Bravo) nor do official visitor anymore and all are very dismissive, even of health complaint. 3rd world. Soon it will smell of filth as it does periodically, but not while the guards are active.

Appendix 4 TPS Staff Survey – Comments

Question 54: List three things we do really well at the TPS

The number shown next to each theme represents the number of respondents who expressed comments that aligned with that theme. Some themes show less respondents than there are comments listed. This is due to questions 54 and 55 asking staff to list three examples of what the TPS does well and what they may do better. If one respondent listed more than one different example that fell under the same theme, the respondent was counted, rather than the number of their comments. One-hundred and seventy-seven TPS employees responded to the statement, “*List three things we do really well at the TPS.*” Responses were widely spread across topics, with small numbers of consensus with regard to the particular themes observed.

Major themes

1. Cronyism and nepotism (21/177)
2. Not much/nothing (18/177)
3. Bullying and harassment (17/177)
4. Treat staff negatively (17/177)
5. Cover up failings (14/177)
6. Respond to and manage incidents/crises (13/177)
7. Staff support and care for other staff (12/177)
8. Provide good rates of pay (11/177)
9. Work as a team (11/177)
10. Support and care for staff (11/177)
11. Not listen to or consult staff (11/177)
12. Communicate with staff (11/117)
13. Negative experiences with management (11/177)
14. Positive experiences with management (10/177)
15. Provide overtime opportunities (10/177)

Other themes

1. Function with limited staff (7/177)
2. Unaccountability (5/177)
3. Provide meals to prisoners (4/177)
4. Provide flexible working arrangements (9/177)
5. Care for prisoners (8/177)
6. Provide good annual and sick leave (8/177)
7. Ensure safety and security within prison (8/177)
8. Promote unsuitable staff members (8/177)
9. Provide training (8/177)

Discussion

A substantial number of negative comments were observed in responses from staff. This included responses consisting of sarcasm. For some responses, it was difficult to determine whether they were genuine or sarcastic in nature. Given that some employees responded to questions in a sarcastic manner, it was unable to be determined whether accompanying responses for these specific employees were also sarcastic. For example, respondent 235 answered the question with 'spread gossip', a clearly sarcastic response, as well as 'hold people accountable for their actions' which may or may not also be sarcastic. These responses were afforded the understanding of genuineness so as not to misrepresent their intended meaning, even if this did occur by doing so.

Cronyism and nepotism (21/177)

A number of staff members expressed the cronyism and nepotism present at the TPS, with some staff citing specific occasions of such behaviour and expressing that such behaviour is occurring within management:

Cronyism x3

Nepotism x 8

Nepotism, cronyism, patronage

Placing friends and family in good positions

Give jobs to our mates

Jobs for the boys

Chronyisum [cronyism] - From the ground up. From new staff members being employed. To staff acting in supervisory positions. [playing golf with CSI [Chief Superintendent] partner, renting house off SI [Superintendent]]

Do not lead by example and use senior positions to fudge overtime for those in their friendship groups

Top management nepotism

Nepotism (contracts - interview panels who are not impartial

Blatant nepotism where in we have never had a 'bridged' entry course for new staff until the directors relatives, an officer has failed to successfully pass the supervisors panel 8 times yet is still offered acting up roles yet still fails the grade, Staff file WHS complaints to resolve issues because trying to do it any other way then exposing the chain of command to outside viewers or else solutions are not made

Nepotism. The Directors daughter gaining a position with a 6 week induction and her partner being made a supervisor

Promote friends and family to position without any advertising or opportunity for others to gain experience or chance

Not much/nothing (18/177)

A portion of staff expressed that they either had nothing to report with regard to what the TPS does really well or could not think of three total instances of what the TPS does well:

Not much else x2

Not much x2

Nothing

I don't think we do anything REALLY well

n/a

Unknown

Nothing to report

I am at a loss with this question

Struggling to find a "really well" – sorry

It is hard to find positives, sorry

Hahah

Cant think off any more

Nothing comes to mind

This is really sad but there is nothing the TPS does well, it is not a nice place to work at the moment

I did really try to find one positive [positive], I really enjoy working with the inmates it just all of the running of TPS is where things start falling over

Bullying and harassment (17/177)

Staff indicated experiencing bullying and harassment while working as a staff member at the TPS, with some staff indicating that this behaviour was exhibited by management:

Bullying x6

Bullying and Harassment

Bully and intimidate

Harassment

Bully staff

Hurt people

Bully and harass staff to the point of a workers comp claim

Allow bullying to go on without consequence

Staff feel afraid to raise concerns themselves as they feel intimidated by management.

Do not lead by example and use senior positions to bully & harass

Practice the principles of bullying and harassment, especially at the higher levels of management

Destroy CO's lives by incompetence [incompetence], bullying to the point of suicidal ideations.

Fail to address bullying and harassment

Cover up failings (14/177)

Employees indicated that the failings of TPS are denied and covered up and that the truth is distorted and hidden. Specific instances of this were mentioned by some staff members, including falsified overtime payments and criminal offences committed by staff:

Deny, deny, deny nothing to see here at all, nothing happened

Deny any issues

Fail to acknowledge our failings

Cover up problems

Cover up criminal offences committed by XXXX

Cover things up

Hide the truth using cover ups, distorted facts, and simply ignore any criticism

Lie to the public

Hide the truth

Hide and cover up mismanagement, an officer was accused of stealing and fraud by falsifying overtime payments to them self for which they fronted the supreme court behind close[d] doors and eventually thrown out (yet the officer has quit)

Cover-up corruption, year after year

Data manipulation

Covering things up

Distort the facts

Work as a team (11/177)

Team Work x4

MHWP - team work (reflection of staff that work there)

Team work is amazing

Work as a team x2

When there is an incident we all pull together as a team and let go our grievances [grievances]

Work as a Team when operational situations arise

At HRP work well as a team

Provide overtime opportunities (10/177)

Overtime x3

Provide overtime opportunities x2

Offer overtime

Overtime makes the job very good!

Keep CO overtime to a high level

Have easily accessible overtime

Give out overtime and promote it through txt messages

Provide good rates of pay (11/177)

Wages

Pay is good.

Rates of pay for employees

Pay staff on time regularly x2

Happy with pay structure

Pay staff well

Good pay and flex

Good pay and leave

Staff payment

Overtime pay

Respond to and manage incidents/crises (13/177)

The ability of staff to respond to and manage incidents or crises was acknowledged by some staff members as a strength of what the TPS does well:

Incident management x2

Handle incident

Respond to Incidents

React to an incident (emergency)

Ability to handle low level incidents

Respond to critical incidents

Respond to emergencies [emergencies]

Responding to internal emergencies

Step up and pull together in times of crisis

Crisis Management [management]

Reaction to a crisis

First responders and DRT do an amazing job at calmly and efficiently resolving situations

Support and care for staff (11/177)

For responses that were vague surrounding support, it was unable to be determined whether these responses were indicating support as something that the TPS does well through the TPS services and systems in place for employee support, as well as the support response from TPS management or whether they were referring to support between staff members:

Support x3

Take care of staff x2

Staff well-being is central to TPS functions

Support staff after incidents

Support and encourage

Respect and Encourage staff member

Watching out for everyone

Look after staff

Staff support and care for other staff (12/177)

The ability for staff members to care for and support their fellow co-workers was recognised as something that the TPS does well, with some correctional officers specifically expressed that this is the case within their role:

Look after each other

Support is offered by co-workers in times of need

Support other staff members x2

Support within teams within the TPS

Front line CO's support each other

Most officers back each other

Look after our own amongst officers

Ground floor officers at HRP have each others backs

Staff generally help each other out, especially staff who are experienced and reliable. It is only because of this that the TPS still functions

Care for co-workers

Not listen to or consult staff (11/177)

Not listen to staff x4

Not Listening to subject matter experts during "consultation"

Not listen to staff who have over three decades in collective experience in determining what works well in education

Not listening or consulting

Fail to consult re workplace changes

Implement changes that can seriously affect the safety of staff without consultation with said staff

Make decisions with zero staff consultation

Non-consultative management

Treat staff negatively (17/177)

Staff expressed that they had received negative treatment while working within the TPS. Such negative treatment included feeling unvalued, made to feel like a number or burden, staff being overworked and stressed and particular types of staff being treated differently to those in other positions or areas. Most responses from staff members that spoke of the negative treatment experienced at TPS seemed to be directed at TPS management or TPS as a whole.

Some more general comments were also made that did not necessarily relate to 'higher ups' and may have been expressed with regard to relationships between staff members. However, this could not be determined:

More concerned about the welfare of inmates than Correctional Officers

Put everyone's else's needs before correctional officers

Treat correctional officers like second rate citizens

Senior management knows how to make their employees feel like they are inadequate and don't care about how they manage their personnel they like to see employees get burnt out even though employees put unit transfer requests in and they get declined due to positions not being vacant though when a new school comes on new recruits get given those positions

Treat staff with Contempt and disdain

Treat Staff like second class citizens, made [to] feel like liability not an asset

Alienate staff from the workplace

Promote an environment that burns staff out very quickly, one only has to look at the high rate of sick leave and current workers compensation claims

Harm staff morale

Talk down to staff

Make staff feel like a number

Produce more work for staff whilst simultaneously pandering to the needs of inmates

Treat staff at RPC in a different manner to those at external stations.

Making sure staff are overworked

Priorities [prioritise] prisoner needs over staff safety and welfare

We complete our jobs to a high standard with no recognition.

Throw others under the bus

Provide stress

Destroy staff

Communicate with staff (11/117)

TPS staff expressed that the TPS communicated with them well. This may include communication between management and staff as well as communication between staff members. The specific information that staff believed is communicated well was specified by some respondents. This included updates on issues, changes to policies, procedures, and DSOs and information about the movement of staff:

Communication x4

Email information

Update Staff on issues

Reply to questions of all nature

Permanent (not acting) Superintendents and Supervisors communicate well with Officers

Email all TPS stuff and update on any changes to policies and procedures

Communicate DSO changes and memo

Keep staff informed

Regular staff updates about policy and staff movement

Negative experiences with management (11/177)

A similar number of responses were observed from employees that expressed negative and positive experiences with management at TPS. Regarding negative experiences, employees reported that TPS management lie and hide the truth, that they feel undervalued by management and that senior management are unable to effectively empathetically manage and support their staff:

Senior management knows how to make there employees feel like they are inadequate and don't care about how they manage there personnel they like to see employees get burnt out even though employees put unit transfer requests in and they get declined due to positions not being vacant though when a new school comes on new recruits get given those positions

From the rank of supervisor and below and a couple of superintendents or acting superintendents they look after the workers anything above that and we are a number

Fail to have leaders in the organisation with vison [vision], and real people skills to care and grow individuals as well as make morally sound choices for staff to support them

Practice the principles of bullying and harassment, especially at the higher levels of management

Look after self at cost of subordinates

Management lie

Management misrepresenting the truth

Staff feel afraid to raise concerns themselves as they feel intimidated by management.

Management KPI's take precedence over staff wellbeing

Senior management can lie and bend truths really well

Non-consultative management

Put up with senior management

Fail to manage efficiently and transparently

Positive experiences with management (10/177)

Employees expressed that they had experienced positives with regard to their management at the TPS. This included that management are approachable, that management is carried out well, that that superintendents are knowledgeable and easy to communicate with and that the senior management team are caring.

Relating specifically to employees' direct managers, staff expressed that they have experienced a supportive team leader or manager and that their actively manager seeks their feedback. Where vague responses were provided it could not be determined whether staff were speaking about the direct management that they respond to in their role or higher-level management; the senior management team:

Approachable management

Manage

Permanent (not acting) Superintendents and Supervisors are all very knowledgeable, do their jobs well, and communicate well with Officers

Supportive Superintendents- open door and easy to communicate with

Industry knowledge at a senior level

Supportive Team Leader (XXXX)

From the rank of supervisor and below and a couple of superintendents or acting superintendents they look after the workers

Senior Management are definitely invested in a positive workplace

Leadership, strong Director and SMT leadership that is genuine, authentic and cares for the staff

My immediate manager seeks feedback to any recent changes

My manager is very supportive

Function with limited staff (7/177)

Making the place work with limited staff and funding

Make things work when short staffed

We make things come together when not enough staff

Get the job done day in day out when short staffed

Regularly short staffed

Lock down prison areas when short staffed

Keep non uniformed staff to a low number

Unaccountability (5/177)

Blame others

Don't own our actions

You only get disciplined or held accountable for your actions if you arent one of the cool kids

Avoiding any accountability of individuals

Shifting blame and not responding

Covering directors butt

Covering SMT's butts

Protect SMT and Management from any criticism or responsibility

Provide meals to prisoners (4/177)

Feed inmates x3

Provide the correct food for the inmates

Provide flexible working arrangements (9/177)

Staff expressed that the the TPS allows flexibility in their working arrangements, specifically regarding their working hours, their ability to use flex sheets and to carry out shift swaps:

Flexible working arrangements for parents

Flexible work hour

Provide flexible working hours

Good pay and flex

Flexible work practices - i.e flex sheets

Availability of flexible working arrangements according to individual and varied staff needs

Flexible work arrangements for non-uniform staff

Allow shift swaps for a family friendly roster

Shift swaps

Care for prisoners (8/177)

Look after inmates x4
 Meet needs of inmates
 Fair treatment of inmates
 Duty of care to prisoners
 Prioritise prisoners

Provide good annual and sick leave (8/177)

Annual leave
 Access to personal leave
 Annual Leave set up
 Sick leave
 Access to sick leave
 4 week Leave blocks
 Leave is fantastic
 Good pay and leave

Ensure safety and security within prison (8/177)

Commitment to safe working environment
 Health and safety
 Keep everyone safe
 Provide safe work environment (considering the nature of the place).
 Security
 Safety and security
 Provide a safe and secure environment
 Security of the facility and processes around security

Promote unsuitable staff members (8/177)

Place staff in senior roles who shouldn't be there
 Promote incompetent fools and inexperienced mates or YES men
 Promoting the wrong people
 Promoting people of character (sarcasm)
 Promote bullies & poor performers, and crush enthusiasm

Promote bullies without credentials

Promote and reward incompetent puppets, year after year

Follow the same failed patterns of employment and promotion with any new revelations being imported directly from interstate and or international failed systems

Provide training (8/177)

Training x 4

Staff training

Industry training

Provide learning [learning]/training opportunities

Provide Training

Poor decision making (6/177)

Make decisions in secret, without consultation

Make rash decisions based off emotion and not evidence

Ignore poor decision making

Arbitrary decision making

Make kneejerk reactive decisions

Being reactive

Ineffectively addressing problems

(139) Pretend to address a problem but really don't fix them

(108) Provide a lot of opportunities to act in positions and continue to recruit for the positions of correctional officers

(76) Not taking staff serious

(76) Ignore serious matters

(149) Bitch and moan but don't step up to change anything

Waste money and resources

- (246) Waste money on building unnecessary additions to the jail
- (220) Waste money and resources, year after year
- (160) Incompetent management of budgets and tax payers money
- (66) Waste money
- (243) Building poorly designed facilities

Practice comradery

- (248) Comradery amongst staff
- (157) Team comraderie [comradery] and support
- (17) Camraderie [comradery]
- (95) The commaradarie [comradery] between officers

Allocate overtime to staff

- (254) Overtime distribution
- (142) Overtime allocation
- (180) The overtime is given fairly
- (114) Fair overtime delivery of shifts

Work through adversity

- (170) frontline workers keeping things going in the face of adversity
- (80) Perform well under adverse circumstances
- (234) Work through adversity
- (7) Manage a difficult business well

Create a divide between staff

- (160) Create division amongst Staff
- (158) Divide a united work force into unmanageable factions
- (90) Create friction between different teams in RPC
- (88) Create a huge division between management and front line staff

Fail to deliver appropriate or enough services to prisoners

- (152) Fail to provide adequate services to inmates
- (81) Some inmates have the opportunity to address their offending behaviour.
- (161) These [services] are not always of use to inmates
- (161) These [services] are not always appreciated or valuable to inmates

Ensure safety of community

- (256) Manage Prisoners Securely and Safely
- (6) manage prisoners
- (229) Keep community safe by secure containment of prisoners
- (50) provide safety for Tasmanian community by containing inmates

Positive treatment of staff

- (112) Trying to adopt [adopt] a culture where everyone is valued
- (151) caring for staff
- (31) Encourage
- (14) Embrace the achievements of non-uniform staff

Provision of support to employees – 3

- (164) MATES program
- (154) Support of the development of the MATES program in recognition of the prevalence of mental ill-health amongst staff
- (143) Provide various platforms for people who are in need - EAP, MATES, etc

Provide lacking clarity surrounding responsibilities of role

- (19) Have poor information provided to carry out responsibilities
- (265) on-load additional responsibilities to individuals without appropriate training or resources
- (136) Staff work outside the scope of normal expectations

Regularly make changes to TPS policy and procedures

- (186) Changes to policy and procedures
- (145) Constantly change the rules without advising staff
- (53) Change procedures and process

Work ethic

- (263) work ethic of ground level CO's
- (225) Work Ethic
- (183) do our job well

Provide suitable uniforms

- (230) Provide good uniforms
- (65) Uniform points system
- (17) Uniforms

Deliver services to prisoners

- (262) Service delivery to inmates
- (161) Provide services to inmates
- (148) giving inmates opportunities [opportunities] for education, programs and rehabilitation if they choose to utilise the things on offer to them

Question 55: List three things that we could do to make the TPS a better place to work

Two-hundred and two TPS employees responded to the statement, “*List three things that we could do to make the TPS a better place to work.*”

Major themes

1. Training of a higher quality offered more regularly (45/202)
2. Consult with and listen to staff (43/202)
3. Value, respect and care for staff (35/202)
4. Address bullying and harassment in the workplace (23/202)
5. Provide better support for employees on workers compensation to Return to Work (23/202)
6. Replace current management and senior management (21/202)
7. Support staff generally and with regard to mental and physical health (19/202)
8. Be more transparent (16/202)
9. Hold staff accountable (16/202)
10. Recruit suitable individuals as employees (15/202)
11. Hire a greater number of staff (15/202)

Other themes

1. Enhance communication (14/202)
2. Increase workplace resources (13/202)
3. Provide a dedicated and appropriate training facility (8/202)
4. Greater focus on rehabilitation of prisoners (9/202)
5. Undertake frequent staff rotations (7/202)
6. Increase prisoner housing (6/202)
7. Train managers to effectively manage staff (5/202)
8. Management that value and show concern for staff (5/202)
9. That management spend time on floor of prison (3/202)
10. Change management style (3/202)
11. Misuse of finances (3/202)

Discussion

Training of a higher quality offered more regularly (46/202)

A large number of staff expressed that they feel that training could make the TPS a better place to work. These staff members reported that they feel as though they need more training, stating that training is infrequent, not of quality and that little training is required for higher level roles. Staff indicated that both initial training of both correctional officer recruits and all non-uniform employees should be improved, as well as ongoing training for existing staff of all levels for the purpose of refreshment, professional development and when changes are made within the workplace that impact upon the roles of employees. This includes changes to standards or systems and training for those in management positions. For some vague responses it could not be determined whether the staff member was

expressing the need for more training for existing staff or new employees upon recruitment. However, a large number of responses indicating both types of training were observed:

Training x4

More training x4

Appropriate and institutional training of the highest standard conducted by experts or champions in their field

Conduct adequate training

Better training for new staff members non correctional

Increase funding to provide adequate refresher and development training

Allocate time off or book time for doing training/ courses

Training when they put changes out with DSO policy instead of emailing out and expect officers to read them

Training and career development

Provide specific unit training if never worked

Provide ongoing training example offering more advanced training

Training to be more versatile [versatile] and regular

Provide ongoing training

Give us training!

Improve staff training

Provide additional training to staff that are struggling with the job

Training at all levels needs to be a high priority

Give more training and do it regularly

More training in BA and first aid

Training for progression of rank

Bigger focus on training. Use uniformed officers as much as possible

More Development/Training Opportunities [opportunities]

Provide systematic and progressive leadership training for all uniformed staff

Offering regular training for CO's given by knowledgeable staff

Provide training for skills updates and development of CO staff

We need more training!!!!

Leadership training for Supervisors, Managers & Superintendents

Invest in training for staff

Leadership training for those in charge

Provide staff with regular training in all areas

Training, more training more frequently

Appropriate [appropriate] training in accordance with the level of responsibility that a staff member has

Proper training of recruits and Correctional Officers

Staff training and recruitment is poorly managed

More practical training for new recruits

The training/recruitment needs a huge overhaul

Ensure appropriate people are right for the job and adequate training

Increase the training budget and provide appropriate training not just e-learning

Train all staff in time filler

Train correctional officers to a higher standard

Train staff, To be a professional organisation it starts with training, that is the place where we instill [instil] the standards and expectations of the organisation and the means to achieve the organisations goals to our work force yet we treat it as a second rate aspect to the staff we have. Cease worrying about inmate unlock times and 'activities' we are currently chronically failing to do it anyway, stop trying to treat symptoms and focus on 'cures' for the real causes, and that starts with training. That's where you instil in staff comradrie [comradery] for each other, case management and offender 'care', how to support themselves and resolve situations, and essentially build the professional esprit-de-corps to as an organisation restore a sense of duty, that is the basis of having staff at work - wanting to improve the organisation and participate in its goals instead of becoming jaded and only seeking personal goals

Core training goals and outcomes, creating a professional training centre is corner stone to removing systematic issues that undermine the TPS

Train managers to effectively manage staff (5/202)

Teach managers to manage

Have an upper management capable of utilizing man-management skills

Train managers to be managers

Some management should be trained in dealing with staff appropriately. I feel that some

Placing Managers in roles with the correct Management skills

Provide a dedicated and appropriate training facility (8/202)

Regarding training, TPS employees expressed that it would be preferable for a dedicated training facility to be offered, which would be helpful if located on site:

Bring training back on site

Have a dedicated training area. Give us back our training area. Move programs people

Allocate money for a purpose built Recruit/Staff Training Wing

Keep training up to date using dedicated training facilities

Trianing [training] of staff needs to be taken seriously and not have our training areas taken away. There is currently no space allocated at the RPC site to train existing staff or new recruits. TRG have no suitable space to train even though submissions have been made in the past for dedicated training areas. The training space in the old Prison Hospital has been reallocated as office space

Return our Training area, there is a large space above the TRG Bunker that could be refurbished to house the IOM staff. That would give us our space back at the old prison hospital

Have a proper dedicated training facility onsite for correctional staff

A training facility

Recruit suitable individuals as employees (15/202)

Employees indicated that some recruited employees are not appropriate individuals to employ the positions that they are in, expressing that the TPS must make focus on choosing the right employees for occupational positions. This was expressed with regard to correctional officer recruits but was not specifically mentioned with regard to non-uniform staff:

Plus stop lowering the bar at entry level we are only making a rod for our own back

Promote staff who are suitable for role and not because of nepotism or because we have to be seen as equal opportunity workplace

Correct recruitment, this job is fantastic, however it is not for anyone. Recruitment needs to ensure best candidate not a full class

Recruit correctional staff with skills, knowledge and desire to rehabilitate inmates

Worry less about recruiting big numbers of new staff recruit those with the "right" stuff

Better recruitment selection

Stop recruiting unsuitable persons

Better recruitment DONT DROP THE STANDARDS!

Choice of recruits

Best person for the job. Regardless of minority

Stop hiring incapable staff

If staff are not suited to the work enviroment [environment] make it clear and move them on

Harder fitness test and hire more resilient [resilient] staff

Appoint appropriate people to the job

Employ the right people in the right jobs and promote the people that can perform their duties to a high standard

Do not employ anyone under the age of 30yrs +. This is a job that requires life skills and unfortunatley [unfortunately] we now have a culture of young individuals with absolutely NO work ethic and are very open about only being in the job for the money. It makes me really angry and sad to hear and see this as it does take its toll on those that want to come to work to actually work

Address bullying and harassment in the workplace (23/202)

TPS employees indicated that bullying and harassment was occurring, but also that the behaviour was not being dealt with appropriately within the workplace. The source of some bullying and harassment behaviour was specified in some comments where staff expressed that they had experienced this behaviour from other staff members as well as from members of senior management:

Remove anyone caught bullying other officers

Stop bullying anyone who's different

Stamp out bullying

Take bullying and harassment seriously, not just lip service

Reduce bullying and harassment from senior management

Plus dealing with the aforementioned nepotism, chronymism [cronyism] and bullying

Deals with bullying and racial abuse between [between] staff

Address the corruption, nepotism and bullying of all senior managers, that is Chief Superintendent, assistant Director and the Director

Take steps to eradicate sexism/racism/homophobia/transphobia amongst staff and management

Address the senior managers who continually bully, harass and victimised staff, it's continually the same senior managers

Address bullies

Better policies in resolving bullying from Co-workers (not management)

Addressing bullying, nepotism and Senior Management culture

Stamp out bullying and harassment

Stop bullying from Assistant Director and Chief Superintendant
[Superintendent] XXXX and XXXX

Stop the Director from bullying the Superintendents.....The director also covered up ongoing bullying and sexual harassment from XXXX even after Assistant Director was approached by at least 2 Superintendents
[Superintendents]

Stop work place harassment and bullying

Stop bullying people

Stop intimidation

Taking bullying complaints seriously

Address bullying and harassment

Stop the bullying and harassment coming from upper management

Get rid of the bullies in the work place

Be more transparent (16/202)

A lack of transparency was mentioned by staff to be a problem with regard to many areas. Staff expressed that making more transparent information, overtime and recruitment of staff members would be beneficial. Similarly, it was identified that TPS senior management should be more transparent generally and with regard to decision making:

Transparency [transparency] x3

Be more open

Transparency [transparency with information [information]

Take allocation of overtime off Supervisors and make it transparent

Clear and transparent recruitment of all ranks and positions.

Although we say recruitment process is transparent this is not so - needs changed

To conduct themselves professionally and with transparency. The current mentality of 'if your face doesn't fit, don't bother' needs to be dispensed with.

Staff shouldn't have to belong to a particular club eg 'the taco club' to be able to further [further] their careers

Upper echelon [echelon] staff need to be more open and transparent [transparent]

Transparency [transparency] of decision making at senior level

Transparency around decision making

Have clear and transparent [transparent] procedures [procedures]

Director and senior management to have more engagement with staff and more transparency

Open leadership

Talk in plain language and not pie in the sky visions and make decisions based on whether Mercury is in retrograde

Replace current management and senior management (21/202)

A number of employees indicated that some members of management (both correctional and IOM management) and the senior management team are unacceptable and that replacing various managers would benefit the TPS, making it a better place to work. Specific reasons for this change were indicated, including the unprofessionalism of management and their being unqualified and inexperienced:

Support uniform staff in their roles and not continue to place non uniform

Sack most of upper management and Directorate

Appoint top management from Tasmania

Get rid of a lot of Senior management

IOM Manager who is professional, based on merit and not correctional

Get rid of management and replace with qualified people

Conduct a Coroner's Inquiry into the mismanagement of the TPS. Highlighting Mick Palmer's Report and the tardiness in which matters were dealt with or swept under the carpet. Plus dealing with the aforementioned nepotism, cronyism [cronyism] and bullying

Relocate the entire senior management team and start fresh, it's the only way to change the toxic culture that they have driven. The Director, Assistant Director, chief Supt must be challenged and moved on, time to stop sweeping investigation under the carpet

Employing a Manager in IOM with appropriate therapeutic knowledge and leadership skills (not a Chief Superintendent)

Remove the current SMT and replace them with management who understand how contemporary prisons [prisons] should operate

Reconsider current management
 Change current management asap
 Recognise mismanagement
 Administration staff in roles that manage correctional officers
 Embrace 20th century change management
 Recruit professional managers outside State service.
 Get better managers and directors of prison
 Attract and retain quality managers
 Need more experienced substantive supervisors, too many acting up with very little experience
 Improve Leadership from the top
 Sack the incompetent and corrupt Director and underlings and employ Tasmanians with skills experience and qualifications.
 Stop employing UK, Victorian, private prison administrators, a very noticeable failure pattern starting from the late 1990s
 Employ a Director who is able to tell the truth [XXXX] or who may have some semblance of interpersonal skills [XXXX]
 Employ a Assistant Director who has the proper qualifications and experience to do the job!

That management spend time on floor of prison (4/202)

As per the palmer report, we need management to lead and understand its troops, they should be present weekly, within the jails - on the floors and actually know their staff. Currently the Director seems to only wear the uniform of the organisation he represents and 'leads' when a photo opportunity presents itself and not when present within his own jails.
 Management need to Understand the working of the prison before they make changes
 I believe that the SMT should come down into the facility's more then they do and just show a bit of face
 Get to know our staff members by name who are shift workers.

Change management style (5/202)

Seek out and remove 'performance' based management which has systematically destroyed moral and workplace culture developing a place where people retreat into themselves and their own agenda as any sense of duty is used against those who have it. We need genuine people interested in

supporting staff (not inmates!) to be the best they can be: Two quotes from Richard Branson: "Train people well enough so they can leave, treat them well enough, so they don't want to" and, "They'll Take Care Of Your Business,"

Recognise all units within the TPS not just the ones that make KPIs look good

Staff first focus, the short term goal of meeting a KPI (out-of-cell hours) to the detriment of caring for the staff and providing them continuous career development and growth

Manage staff

Manage staff better

Consult with and listen to staff (44/202)

Staff expressed that they feel as though they should be listened to and consulted with more. Specific instances where staff reported that they should be listened to include when they express concerns or issues, including bullying. Staff also reported specific topics about which they should be consulted including decision making including crisis management, and troubleshooting:

Listen to employees x7

Consult with staff x4

Be more inclusive, instead of constantly ignoring staff concerns

Consultation with staff is only considered when management have made poor decisions

Greater consultation with staff

Objective consultation with ground levels officers

Proper consultation and feedback from staff

Consult staff better

Consult more with staff about [about] the intersection between custodial other stakeholders in relation to how we can further and better integrate and provide a better more efficient goal

Proper consultation and facilitate staff buy in re crisis management eg pandemic

Consult staff when making decisions, especially those directly related to their roles

Consult and engage with staff in regards to changes in procedure and routines

CONSULTATION with Correctional Officer's on procedures, policy, the environment we are expected to work in

Consultation (that's actually listened to)

Meaningful consultation

Listen to correctional officers

Listen to people who are being bullied. The same names pop up as bullies often

Upper Management to listen to Employee's needs and concerns rather than fob them off

Help to listen to staff and their needs, like we need warm jackets for our winter climate and I watch all the new staff freeze. Lucky I have my old polar fleece, but a parker jacket is what we need

Management listening to/taking seriously, the views of staff

Listen to staff and engage when decision making

Listen to staff about issues and concerns

Listen to staffs concerns and respect them and act on them

Listen to the uniformed staff

Listen to staff - we are an asset with years of experience

New rosters were implemented [implemented] from survey results, not a vote of staff. (not everyone participates in surveys). The decision [decision] to implement [implement] new roster was arbitrary [arbitrary] and concerns of staff were not taken into consideration, this is no longer a family friendly work place

Listen more to what employees have to say

Listen to experienced staff and value their input

Involve staff

Value staff feedback

Include staff in troubleshooting issues to solve the things that dont work

Listen to the staff on the ground who have the eyes and ears of what is happening around in the prison

Take action with staff's idea as we are on the ground

We need to make staff feel valued and a part of the decision making process. This could be done by adhering to Part 5 of the WHS Act and follow Consultative Processes as legislated

Increase value and input from non-uniform staff expertise

Address cronyism and nepotism (11/202)

Employees reported that addressing the cronyism and nepotism reported to be present at the TPS would enhance the work environment:

Stamp out the cronyism and nepotism

Remove culture of cronism [cronyism] and nepotism - this may take a while

Remove the corruption and nepotism

Stop the nepotism

Promote staff who are suitable for role and not because of nepotism or because we have to be seen as equal opportunity workplace

Start a real enquiry into corruption and nepotism and criminal misuse of money.

Leaders with ability, not mates

Promote people on merit and skill set and not on personality or friendships

Give jobs based on merit

Stop employing mates, family and colleagues from port phillip prison or G4s

Stop the director from hiring his family and friends

Enhance communication (14/202)

Staff indicated that communication could be enhanced within the TPS. This included not only to communicate more but to do so more transparently. It was expressed that communication between staff throughout shifts could be strengthened as well as specific topics that require communication to staff. This includes information about restructures of staff and role changes, changes to processes and routines and the research and reasons behind the changes that are made:

Communication x2

Better communication x2

Communication is the worse in the TPS

Communicate the truth

Communication throughout shifts in workplaces is poor from day to day

Communication - anything is better than the nothing we have now

Communicate transparently about restructures, or role changes

TRANSPARENCY OF COMMUNICATION - please stop insulting staff intelligence

Open and Honest Communication

Communication about change - specifically the back-end such as the research backing up the change, or even just the reason for implementing changes

Better communication flow from senior management to middle management

Inform staff of changes to routines

Value, respect and care for staff (35/202)

It was highlighted that TPS should expressly better value, respect and show care and concern for their staff members. Staff members expressed that they feel as though they are undervalued, not respected and treated as a number:

Value staff x4

Senior management who show genuine concern for their employees and don't just tick the required boxes

Management should remember staff on the floor are the life of the company

Management could value the staff

Make feel staff feel valued and worthy

Treat staff better

I constantly feel as far as senior management are concerned that I am just a bum on a seat and if you disagree with a decision you are a trouble maker or a whinger

Stop treating staff as a "resource" and start treating them with respect and humanity

Treat uniformed staff as important

Treat all staff equally

Treat all staff fairly and equitably

Value Employees more

Place value on uniformed Correctional Staff. The TPS has some incredibly intelligent and skilled uniformed staff that sadly get used and abused because we are sometimes just numbers in a systems. This should not happen

Experienced officers should be valued more

Treat staff fairly and equally, no more "boys club"

Treat staff and inmates with respect

Value and respect your staff

Treat people with respect and dignity

Correctional Officer's to be treated as an ASSET & with RESPECT

Treat staff with the respect they deserve

Treat staff and inmates with respect

Treat staff like an asset and not a liability

Staff need to be treated better and with respect

Treat staff fairly

Actions speak louder than words: don't tell staff you value them and then act in ways that completely contradict this

Recognise all units within the TPS not just the ones that make KPIs look good

Treat Each other with respect

Build respect for non uniformed staff

Look after staff

Treat prison officers as a valued staff member rather than an underclass or uneducated and unskilled worker

Actually care about employees rather than pay lip service to a list of values

Hire a greater number of staff (15/202)

Employees reported that hiring a greater number of staff in various areas would make the TPS a better workplace. Specific TPS prison areas mentioned as understaffed included RPC medium, the security division, non-uniform services, facilities maintenance and kitchens at Risdon Prison:

More staff, that are capably trained

Hire more staff

More resources within the none uniformed, extra staff in key areas

More staff in all areas

More staff in critical areas like medium

More staff

Increase security division, it is the most under staffed area in the prison and one of the most important

Increase staffing

Stop making CO's have to fight for their safety at work i.e. prisoner/CO ratio and an expectation that we will open facilities short staffed

Have more staff employed to cover shifts

More staff resources in key areas

Ensure parity in regard to resources, IOM and Correctional Officers are the largest cohorts but other areas of the TPS also perform really high workloads with inadequate resources and no coverage for staff to take leave without distributing that work to other members who are already overworked

Increase to staffing levels

Provide adequate staff to safely perform duties

Staffing levels for non uniformed staff facilities maintenance, kitchen

Improve staffing levels

Support staff generally and with regard to mental and physical health (19/202)

Staff expressed that they feel as though they should be better supported in their role both generally and with regard to their physical and mental health and wellbeing. Specific reference was made to supporting staff after incidents and those that are experiencing mental health issues related to the stress of their role. Regarding mental health, some staff members expressed that having doctors and psychologists available for consultation would aid them with the support that they require:

Support staff x2

Be more supportive of each other

Management supporting staff members.

More help with mental illness even if not on a WCC

Looking after CO's mental health and well being

Get rid of MATES. Employ an independent Psychologist and Doctor to meet with, and assist staff working on the front line. This use of unqualified personnel to operate this system is a failure

Support non-uniform staff to do their jobs

Better support for staff post incidents.

Have drs [doctors] etc that TPS staff can seek free to help with stress and mental health problems related to work

Extra support for all staff

Support CO's

Stop trying to run the place like a private prison. Support Staff

Hold staff accountable (16/202)

Staff reported a lack of accountability within the TPS, indicating that holding staff members, including management accountable for particular behaviours would allow for a better workplace. Some staff members specified those that should be held accountable, those being staff members who are underperforming, those who are behaving unprofessionally and those who are not following practices and procedures. Similarly, it was mentioned that management should be held accountable for their decision making as well as shifting blame to lower-level staff members:

Hold management responsible for poor decisions

Hold management accountable

Make manager more accountable, there seems to be a lot of blame shifting onto base correctional staff.

Acknowledge and cherish good staff, and hold people accountable for misconduct (instead of promoting them to avoid the problem!!)

Hold people accountable related to their rank and responsibilities

Supervisors and managers need to have the balls to tell a person who is not pulling their weight or making them accounted for and not punish everyone

Accountability across the department

Make everyone accountable for their bad behaviours

ACCOUNTABILITY

Address problem staff, make them follow the rules, DSO's/SOP's

Supervising or Managing staff who are underperforming - we sweep it under the carpet putting pressure on other staff members

Manage problem staff

Correctional culture of power and intimidation is archaic and promotes bullying - need improved behavioural standards in the workplace and people held to account when they knowingly breach this

Deal with lazy staff

The TPS cannot function as one service whilst there continues to be so many different standards, expectations and arrangements. The Department needs to start challenging malingerers that are continually on Workers Comp because they don't want to work at the TPS, but want to keep accruing the benefits and pay that the Dept [department] offers. These staff need to be encouraged to look for other avenues of employment as they place pressure on the rest of the Service

Appropriately reprimand/ dismiss the staff that continue to do the wrong thing

Weed out people that can't perform the job

Provide better support for employees on workers compensation to Return to Work (23/202)

It was reported that staff members on workers compensation and Return to Work required more support throughout the process, including more consistent contact between the TPS and the employee, in order to support staff members to return to work:

Stay in contact with return to work staff

Follow up on RTW people with more support

Support officers better through workers comp and return to work

Support staff who are struggling/injured

Support staff going through mental health issues caused by workplace stressors

Support staff suffering physical and mental health issues acquired at work

Support injured workers with placements back to work

More consideration for staff with mental health and the way the department deal with workers compensation claims. People are made to feel as though they are worthless and that their mental health is not caused from the traumas incurred whilst working at the TPS

More supportive and engaging Workers Compensation and Return to Work process and staff supporting these processes

Review Human Resources practices in a way that demonstrates greater care and concern for staff. Communication with staff returning to work, or on long-term return to work, has been historically poor and staff in these circumstances have expressed not being contacted for prolonged periods - or when communication occurs, it is lacking care and concern

Make a concerted effort to address the needs of officers on workers compensation

Treat staff better who get sick through the TPS

Looking after injured and damaged staff

Look after WC people better

Communicate to people on WC

Management do not treat people like people there are so many people out on stress leave and that doesn't just affect the person it affect the whole family, it is sad how TPS destroys so many lives when all they were trying to do is make a living for them and their families. So they need to talking to people to find out how their areas work and have a better understanding

Manage workers Comp more appropriately

Look after those who are injured

Manage workers comp anything different from the norm better

More consideration for staff with mental health and the way the department deal with workers compensation claims. People are made to feel as though

they are worthless and that their mental health is not caused from the traumas incurred whilst working at the TPS

Workers comp process could be improved

Return to work issues

Look after return to work staff better

Overhaul the Return to Work system, get people back to work

Change in culture (8/202)

Staff expressed comments relating to the culture at TPS that spoke of the existence of a negative culture. Some general comments were made with regard to changing the culture at TPS and that this would make the TPS a better place to work. More specifically, staff asked for a change in culture, expressing that the culture consists of undermining others and 'throwing them under the bus', a culture of giving up, gossiping, correctional power and intimidation and disenfranchisement of staff:

Develop a culture of helping each other rather than looking for ways to throw people under the bus to further individual careers

Drive a culture change, specifically in the RPC, by working to reduce the perceived divide between staff and management

Bring in fresh blood to make change to culture

Change the culture

Correctional culture of power and intimidation is archaic and promotes bullying - need improved behavioural standards in the workplace and people held to account when they knowingly breach this

Continue to build on the positive changes happening in culture moving forward

The TPS has been reviewed internally and externally to a point where staff are change fatigued. Reviews continue to make idealistic recommendations that the Department accepts, knowing that they have not given the TPS the resources or are not managing the effective administration of resources of appropriately qualified persons to action them which has ultimately bred burnout and a disenfranchised culture

Stop the give up culture, created by senior managers

Stamp out the gossiping culture

Acknowledgement and recognition of staff (12/202)

Giving CO's negative or positive feedback on regular basis

Give positive feedback to staff who are doing well

Provide more positive feedback for good performance, or efforts above and beyond expectations (that are not politically motivated)

Acknowledge job well done on front line

Recognition

Recognise staff achievements more.

Recognition for the front line highly experienced staff

Acknowledge job well done on front line

Acknowledge and cherish good staff

Staff acknowledgement

Acknowledge and cherish good staff

Support staff, acknowledge job well done on front line

Provision of more flexible work arrangements (7/202)

More flexible working arrangements. A good example of the directorate eroding these are the proposed changes to the rostering rules and shift change policy that makes it near impossible for staff to shift change. The new policy, if accepted in its current form, will only serve to dishearten staff and encourage them to increase the current levels of sick leave due to its inflexibility

Family friendly rosters

Flexible shift hours

Promote flexible work practices for non frontline staff

Family friendly opportunities and/or arrangements

Work-life balance, too often we are chucked in the "oh but you are a shift worker" mentality that strips up of industrial rights and processes under the state service award and our own industrial awards that assist regular workers in accessing a work life balance to be efficient productive members of their departments

Increased flexibility for staff work life balance requests

Value individual staff needs and flexibility in rosters and placement

Value flexibility in rosters and placement

Improve workplace facilities (7/202)

Provide adequate work space for non-uniform staff to work

Physical space for IOM department appointments/access

Provide adequate office space for non-uniform staff

Future proof the staff and facilities

Provide adequate work space for non-uniform staff to work

Updated facilities

Better non uniform work spaces to conduct sessions/reviews

Better kitchen/lunch facilities in the old prison wing (including actual spaces to eat lunch)

Updated facilities at RBP, gatehouse, meal room, toilets

Improve staff facilities

Increase workplace resources (13/202)

It was expressed that staff experience a lack of resources required to carry out their roles and that increasing these resources would aid them in this process. Some specific resources mentioned were personal protective equipment and computers:

The TPS has been reviewed internally and externally to a point where staff are change fatigued. Reviews continue to More Provide more resources to non-uniform areas

resources within the none uniformed, make idealistic recommendations that the Department accepts, knowing that they have not given the TPS the resources or are not managing the effective administration of resources of appropriately qualified persons to action them which has ultimately bred burnout and a disenfranchised culture.

More resources within the none uniformed

Properly resourcing every part of the system

Increase non-uniform resources

More access to PPE

We are not issued with decent PPE, or even enough PPE and uniform. We should have immediate access to the items we need, and not be waiting months for an order when Stores have it in stock

More computers for staff

Provide relevant materials/equipment to deal with situations at work

Supply better equipment

Greater focus on rehabilitation of prisoners (11/202)

Staff mentioned that a greater focus on the rehabilitation of prisoners would be beneficial for the TPS as a whole. This includes a greater number of programs and activities, education and through-care for reintegration from prison into the community:

More programs/better resources and activities aimed at rehabilitation of prisoners

Rehabilitation and education for inmates, and a through care model into the community

Manage the Education courses so they [they] actually are being offered [offered]

Provide more infrastructure for rehabilitation courses & programs

Make inmates work and be busy for better rehabilitation

Include, support and create a through-care plan that includes the community and families

Focus on Education and rehabilitation

Actually Rehabilitate inmates instead of warehousing them

Value rehabilitation as a central function to keep all staff and the community safe

Rehabilitate and then make the public [public] see why we do what we do as a positive not a negative

Make prisoner rehabilitation /reintegration a higher priority

Prioritise rehabilitation and therapeutic intervention in all decisions

Encourage custodial staff to treat rehabilitation as an important activity

Break down silos between uniform and non-uniform staff (7/202)

Improve the divide between uniformed and non-uniformed staff

Uniform staff get to know the work process/workplace of non-uniform staff and vice versa

Bring uniform and IOM staff together

Improve collaboration between custodial and non-custodial staff

Breakdown cylos [silos]

More "break-down" uniformed/non-uniformed as previous attempts just haven't worked

Transparency and encouragement of uniform and non-uniformed staff to work more cohesively, perhaps offer training together and address 'us' versus 'them' mentality

Undertake frequent staff rotations (7/202)

Movement of CO's to different areas after long periods of time in one area

Actually personnel manage I am sick of seeing colleagues put in unit transfer requests and they get denied and I watch the [them] get burnt out

Better unit rostering ie a full month at the same unit is a bad idea

Rotation Policy

Rotation policy

Plan better for staff rotations... ask for expressions of interest

Improve static teams where possible so those interested in areas can work there and not those that only cause issues because they have been forced to

Increase prisoner housing (6/202)

Housing of inmates

More housing options

Have more maximum beds available

Build a bigger maximum area so Inmates can be housed where they should be

Use HRP as it is supposed to be used as an Induction Prison only

More holding areas for inmates/detainees

More maximum security beds to house inmates, preventing bed pressure and constant juggling of inmates

Use finances more wisely (3/202)

Understand that it is not a bottomless budget and that there has to be limitations

Spend funds more wisely

Start a real enquiry into misuse of money

Update technology (3/202)

Update processes to the year 2020

Implement technology

Better digital infrastructure

Division between staff and management (4/202)

Create a huge division between management and front line staff

Drive a culture change, specifically in the RPC, by working to reduce the perceived divide between staff and management A divide between staff members and management

Division between management and staff

Provide more appropriate uniforms

(118) Wait time for uniforms

(117) Appropriate uniform for weather and speed of replacement uniform

(109) Provide better uniforms and make them more suited to the conditions of winter

(111) Provide equipment and uniforms in a timely manner

(176) Get a better uniform policy on winter clothing eg need a parka

Help to listen to staff and their needs, like we need warm jackets for our winter climate and I watch all the new staff freeze. Lucky I have my old polar fleece, but a parker jacket is what we need.

Provide more promotional/developmental opportunities

- (8) More management opportunities
- (137) Provide avenues for career development
- (256) Promotion Opportunities
- (186) Assist with staff career paths
- (69) Provide opportunities [opportunities] for advancement
- (109) When you transfer people and say it is for professional development, then provide them with the opportunity to develop
- (104) Staff Development Planning
- (126) staff development and planning

Give correctional officers responsibility

- (217) Use prison officers to manage prisoners, classo [classification]. Risk assessments
- (26) allow staff who work with prisoners to make decisions
- (185) Give power back to the CO's
- (53) Trust non - uniform staff to manage prisoners
- (248) Back hard stances made by supervisors in units and not undermine their decisions

Be more consistent

- (250) Consistent processes
- (135) Consistency
- (192) More consistency with operational decision making.
- (208) consistency cross teams
- (191) Consistent [consistent] practices followed by actions not just on paper

Hold more meetings

- 101 actually have meetings with staff
- 31 More management meetings with staff
- 174 have monthly meetings
- 243 Face to face and town hall style meetings

Promote suitable candidates

- (76) Promote the right people
- (98) Promote in house staff based on work performance rather than paper based qualifications/personal opinions
- (19) promote the people that can perform their duties to a high standard
- (36) Understand that dinosaur inept correctional staff should not simply rise through the ranks because you have no other option, get options! The top of the tree at the TPS is a sad sad state of affairs

Be more open and honest

- (32) Open and honesty
- (55) Be more open and honest
- (47) Be honest with staff
- (129) Be honest with staff and future intentions

Put a stop to favouritism

- (96) remove favoritism and gossip from (some) upper managers
- (2) Stop the favouritism
- (98) Treat everyone equally, and not have SMT/Superintendents play favourites
- (13) Stop preferential treatment

Put a stop to sex inequality and sexism/misogyny

- (5) Get rid of the misogynistic culture and promote female managers
- (12) Treat the women differently to the men, understand their needs are different and resource this properly
- (17) Less sex discrimination

Decrease Workload

- (185) Stop loading Supervisors/Officers up with unbearable workloads
- (254) Overtime load too high
- (134) lower the work load to make it achievable

Improve staff morale

- (43) improve staff moral [morale] and motivation
- (86) build moral [morale]
- (186) Attempt to lift morale within the TPS

Ensure that staff follow DSOs/SOPs

(149) Follow ALL DSO's and SOP's

(7) Ensure all staff follow DSO

(139) Address problem staff, make them follow the rules, DSO's/SOP's

Promote team building exercises

(143) Team building exercises specific to/for correctional staff members.

(172) Staff team building

(143) Team building exercises/gatherings for non-uniform staff to help build relationships between departments enabling people to better understand what each others role is. Maybe even spending a day here and there working in other areas

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