

# The GEO Group

## Continuum of Care

Annual Report 2019





Staff at Ravenhall  
Correctional Centre.

# The GEO Group

## Continuum of Care

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### Annual Report 2019

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# Executive Summary

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On behalf of The GEO Group Australia, I am pleased to present GEO's inaugural Continuum of Care Annual Report, which showcases the rehabilitation and reintegration initiatives implemented in our correctional centres during 2019 to reduce re-offending. Throughout 2019 GEO Australia continued to deliver on its mission to reduce re-offending by delivering innovative and evidence-based programs designed to increase positive outcomes for individual prisoners, their families and communities. Across the four GEO Centres notable achievements towards positive rehabilitation and reintegration outcomes included:

- 2354 units of competency achieved towards improved literacy and numeracy
- 15,465 units of competency completed towards a short course or TAFE Certification
- 2223 prisoners completed a substance use program
- 557 prisoners completed an offending behaviour program addressing key criminogenic needs
- 1804 prisoners voluntarily engaged in a remand behaviour change program
- 4753 instances of post-release support were provided to men via Ravenhall's post-release reintegration centre (The Bridge Centre)

Many more prisoners engaged in reintegration services, life skills programs, faith and cultural programs and programs designed to meet the needs of Aboriginal and Torres Strait Islander prisoners. In 2019 key representatives from each of GEO's rehabilitation and reintegration teams participated in a National Forum to identify new and innovative means of progressing offender rehabilitation. Key training, intervention, communication and collaboration priorities were identified and national working groups worked together to deliver these projects throughout the year.

GEO's Research, Evaluation and Quality Assurance team continued to evaluate the efficacy of GEO programs, ensuring short and medium-term outcomes were being achieved and program content reflected current best practice. Notably, GEO's suite of substance use interventions delivered positive outcomes, with participants reporting increased confidence to address their substance use behaviours post-release.

Finally, GEO wishes to acknowledge and sincerely thank the significant number of highly skilled rehabilitation and reintegration, education and vocational services staff employed at GEO facilities. Their commitment to supporting prisoners to achieve long lasting change, reduce risk and improve the lives of the people in our care is commendable.

## Pieter Bezuidenhout

Managing Director, The GEO Group Australia



Together we strive to support change, reduce risk and improve lives.







1. Arthur Gorrie Correctional Centre



2. Fulham Correctional Centre



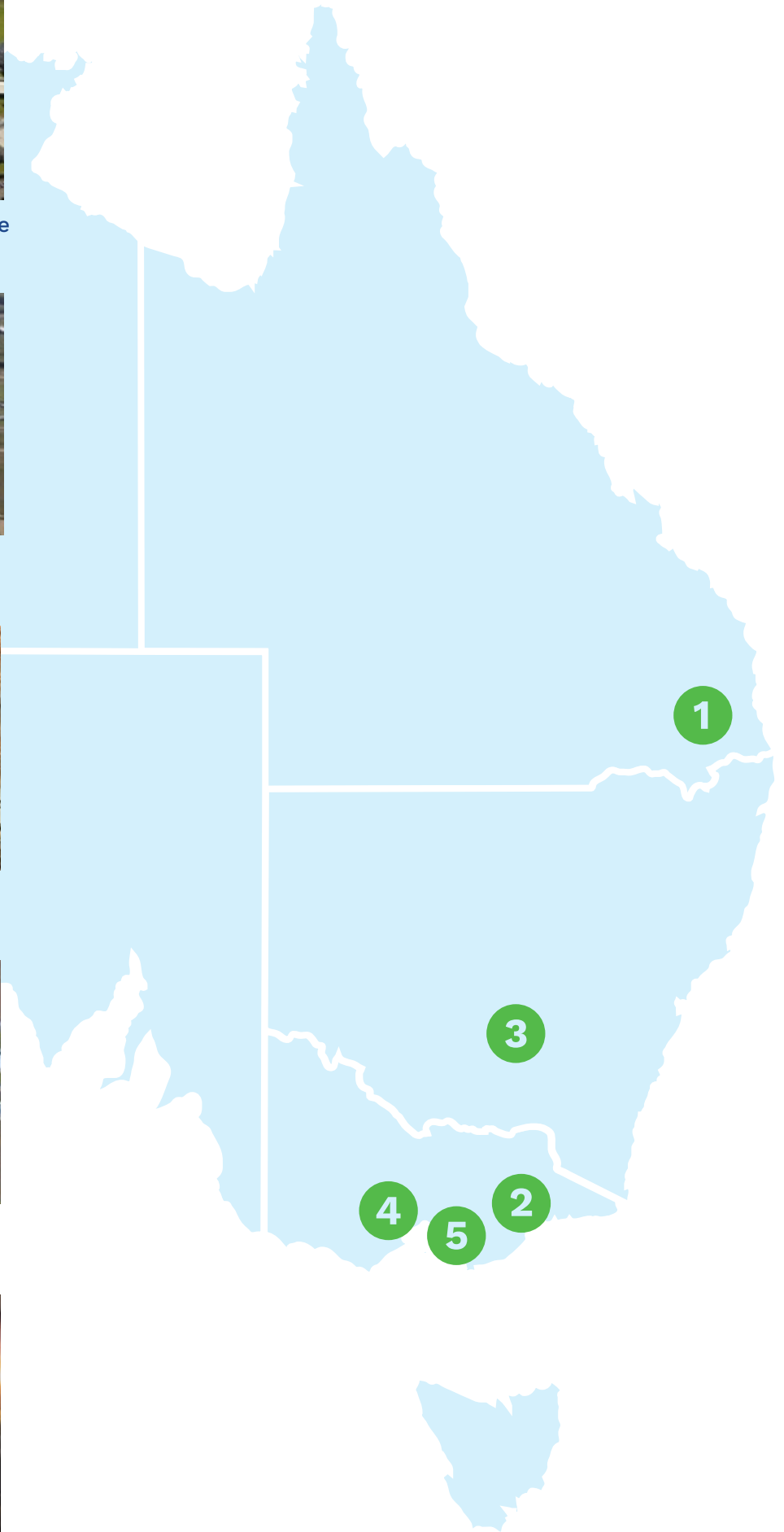
3. Junee Correctional Centre



4. Ravenhall Correctional Centre



5. The Bridge Centre





# GEO Australia Facilities



## 1. Arthur Gorrie Correctional Centre

Arthur Gorrie is one of Queensland's largest Correctional Centres and its main remand centre, accommodating 1187 remanded men of high security classification.



## 2. Fulham Correctional Centre

Fulham is an 893-bed male medium and minimum-security facility. Located adjacent to Fulham main is the "Nalu" 68-bed minimum security unit accommodating prisoners preparing for release and approved to undertake community-based activities. With a strong focus on community reparation and release planning – Fulham has proven itself highly effective in reducing the risk of reoffending.



## 3. Junee Correctional Centre

Currently under expansion, during 2019 Junee was an 853-bed male medium and minimum-security facility for sentenced and unsentenced prisoners. Junee holds a diverse mix of prisoners and is one of New South Wales' largest correctional centres. The centre was designed, built and has been operated continually by GEO since 1993.



## 4. Ravenhall Correctional Centre

Ravenhall is Australia's next-generation correctional centre with unprecedented levels of pre- and post-release support. Ravenhall is Victoria's largest correctional centre accommodating 1300 men. It is medium security and designed to meet the needs of key high-risk cohorts including young adults, Aboriginal and Torres Strait Islander people, prisoners with challenging behaviours, remanded prisoners, and those serving short sentences. Unique to Australian corrections, The Bridge Centre delivers ongoing post-release support to all men exiting Ravenhall.

Average length of stay at Ravenhall Correctional Centre for remand and sentenced prisoners:

**Remand Prisoners: 77 Days**  
**Sentenced Prisoners: 98 Days**





GEO Group  
Staff Member.



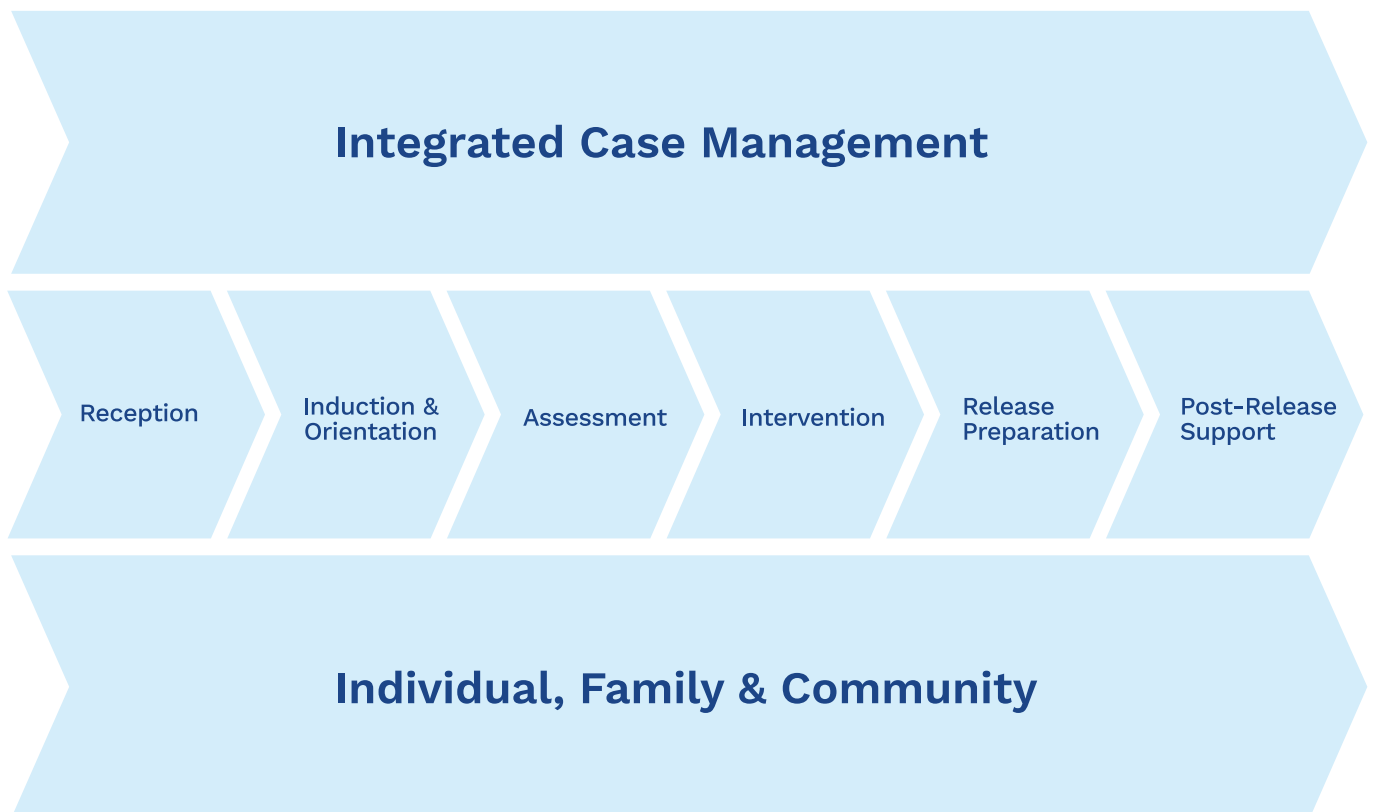
## Continuum of Care



GEO fully recognises the importance of engaging family.



Fundamental to GEO's success is its Continuum of Care model. Individuals participate in thorough screening and assessment, evidence-based programs that address risks and identified needs, comprehensive reintegration planning, and through-the-gate post-release support. Continuity of integrated multi-disciplinary case-management support is also key and features both pre- and post-release. Finally, GEO recognises the importance of engaging the individual's family, support network, and the broader community in the change and reintegration process.



GEO prides itself on delivering a holistic rehabilitation and reintegration service.



GEO prides itself on delivering a holistic rehabilitation and reintegration service providing opportunities for engagement in education and vocational training, alcohol and other drug programs, offending behaviour programs, personal development and life skills programs and through-the-gate programs that support effective reintegration. GEO also responds to specific cohorts with programs supporting remanded prisoners, Aboriginal and Torres Strait Islander prisoners, young adults and prisoners from diverse cultural backgrounds.

# Program Activity

## Educational Programs

Improved literacy and numeracy has been demonstrated to reduce re-offending through increasing human and social capital, in particular, community engagement and employability.

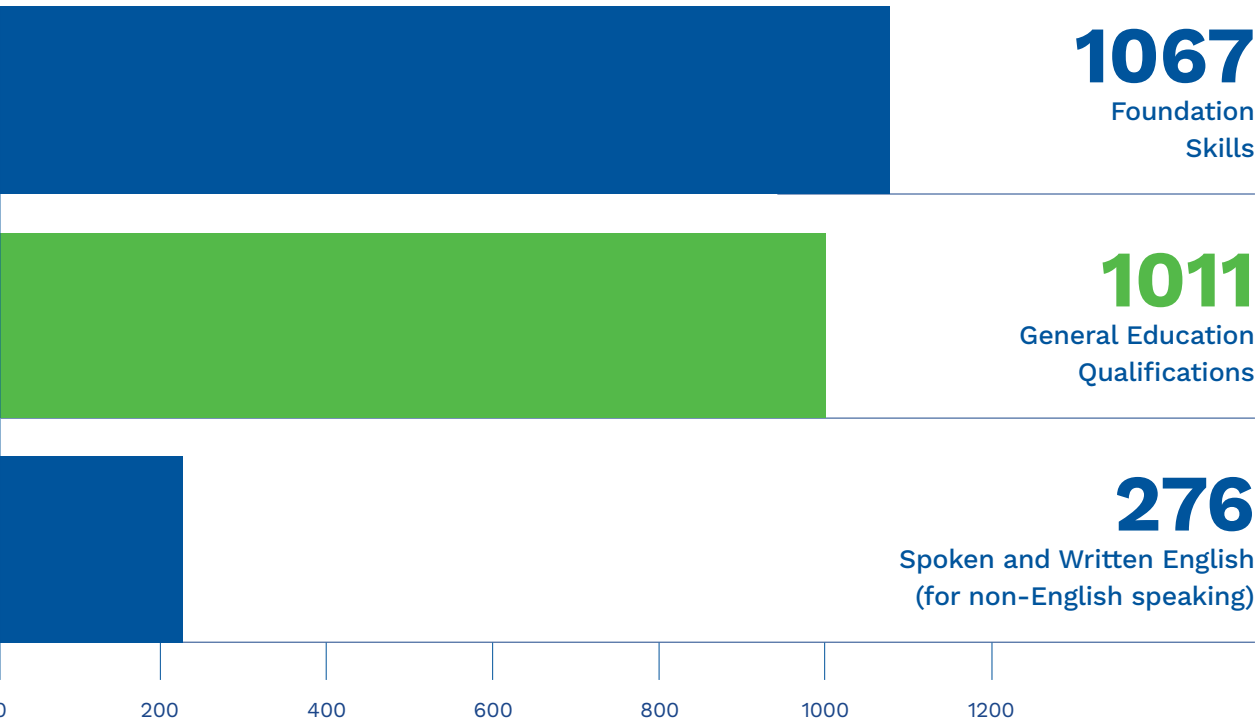
In 2019 across GEO Centres 2354 units of competency were achieved for prisoners engaged in literacy and numeracy programs. Some 1067 of these were achieved on-the-job outside of the traditional classroom environment; supporting learning and development in more familiar environments.



Improved literacy and numeracy has been demonstrated to reduce re-offending through increasing human and social capital.



## Units Completed in 2019



## Our Education Partners





Prisoners engaged in an educational program.



Prisoner gaining qualifications on-the-job.





Welding and metalwork.



Carpentry and woodwork.



Learning new skills from vocational education and training opportunities.

## Vocational Educational and Training

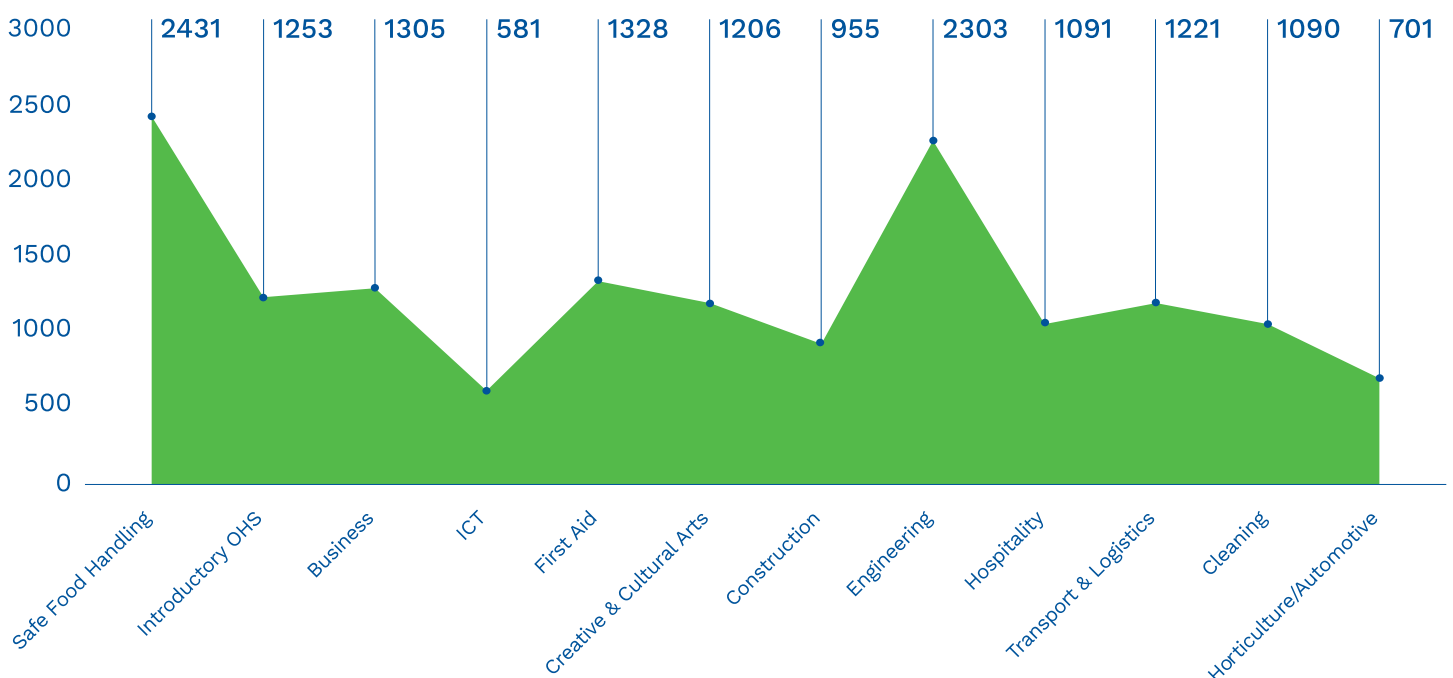


**Junee Correctional Centre boasts a unique partnership with TAFE NSW, the leading provider of vocational education and training in NSW.**



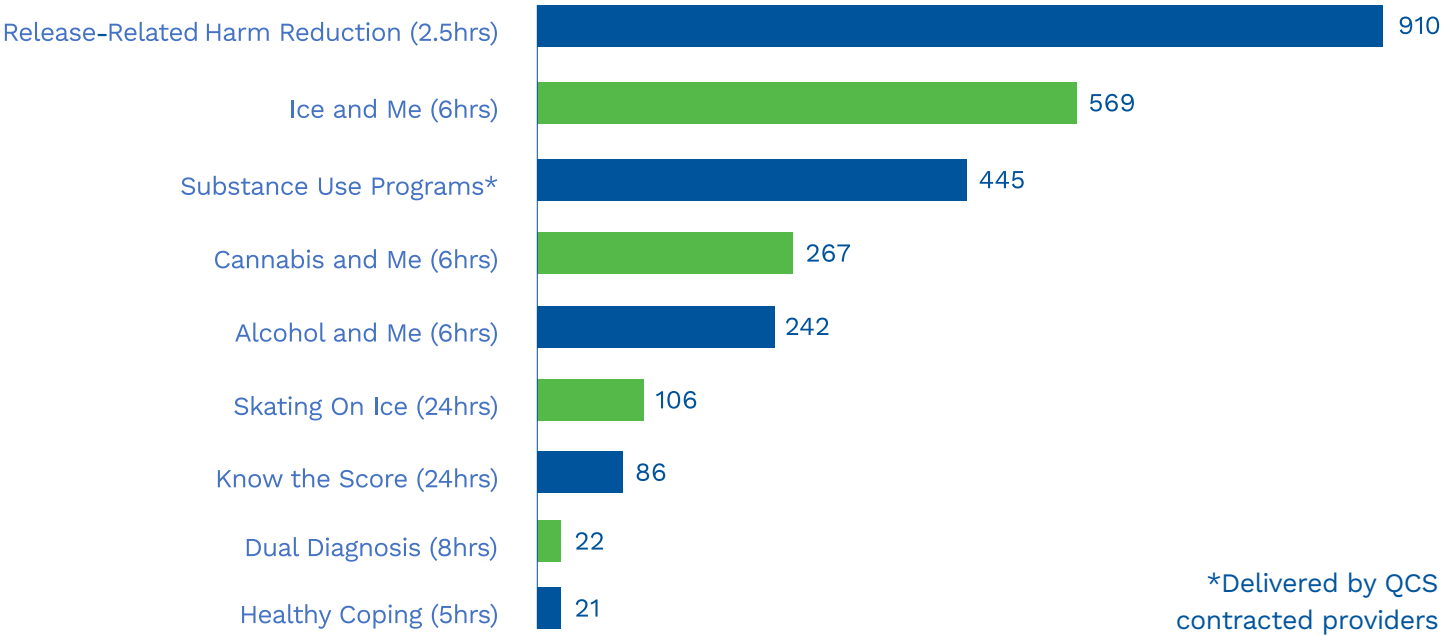
A significant component of the GEO Continuum of Care model is preparing prisoners for their release and re-engagement with the community. Providing access to a breadth of vocational education and training opportunities ensures skills learned in custody are consistent with both vocational interest and workforce demands. Supported by industry learning centres, prisoners in GEO Centres are provided the necessary on-the-job training hours and work experience to achieve nationally recognised certifications. Junee Correctional Centre boasts a unique partnership with TAFE NSW, the leading provider of vocational education and training in NSW. The embedded campus model enables inmates to undertake customised courses to assist successful reintegration. With over 60% of the centre's population participating in TAFE NSW courses, Junee has one of the highest participation rates of any correctional centre in the state. In 2019, 15,465 units of competency were successfully completed towards achievement of a short course or TAFE Certification. Participants engaged in courses such as:

- Welding
- Construction white card
- Safe food handling
- Engineering
- Kitchen operations
- Transport and logistics
- Business
- Horticulture
- Barista
- First aid
- Traffic management
- Music
- Visual arts
- Warehousing
- Occupational health & safety
- Provide CPR
- Cleaning operations
- Information technology
- Retail baking
- Dogging
- Small Engines
- Forklift



# Alcohol and Other Drug Programs

In 2019, a total of 2223 prisoners completed a program designed to increase drug and alcohol awareness, reduce drug-related harm and support change. A total of 910 prisoners attended a Release-Related Harm Reduction session prior to exiting custody to reduce their risk of post-release overdose.



## Outcomes Snapshot

Participants of the GEO Release-Related Harm Reduction program feel significantly more aware of potential harms associated with drug use post-release and significantly more aware of where and how to access support, post-program.

GEO’s Ice, Cannabis and Alcohol and Me Programs designed for remanded prisoners each demonstrate statistically significant improvements in prisoners’ understanding of health risks, their triggers, and how to access support services, post-program.

Sentenced prisoners who completed GEO’s Skating On Ice Program feel significantly more ready to address their methamphetamine use and more confident in their ability to refrain from future drug use after completing the program.

Sentenced prisoners with a history of polysubstance use who complete GEO’s Know the Score Program feel significantly more confident in their ability to refrain from future drug use in all eight high-risk situations measured post-program.

## Participant Feedback

**Would you recommend the Know the Score Program to a peer?**

“Yes - will definitely (sic) help you understand your problems. Teach you ways to cope with temptation and cravings, learn the effects of drugs.”  
**(July 2019)**

**What did you like most about the Skating on Ice Program?**

“The things I took in most about this program is the tools about my use of drugs and the way to stay off them when I get out. Plus mindfulness to start my day or when I feel down”  
**(Feb 2019)**





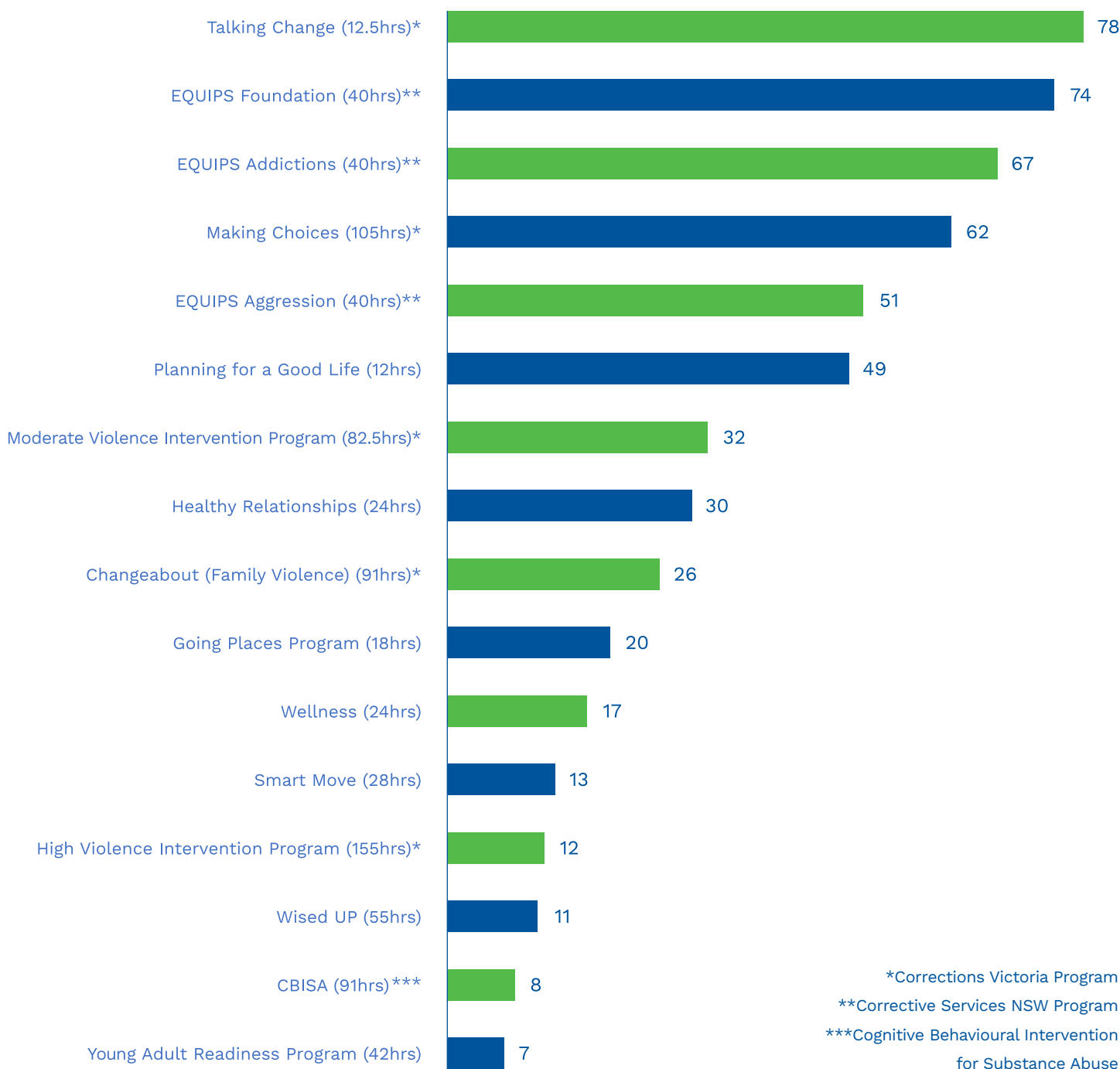
Many participants engaged in multiple programs as part of an overall treatment pathway addressing motivation and readiness to change, goal setting, substance use and offending behaviour.



## Offending Behaviour Programs

Offending behaviour programs address criminogenic needs; key determinants of crime and criminal behaviour. Participants are sentenced and moderate or high risk of re-offending.

In 2019, 557 program completions were recorded across Ravenhall, Fulham and Junee Correctional Centres. Many participants engaged in multiple programs as part of an overall treatment pathway addressing motivation and readiness to change, goal setting, substance use and offending behaviour.

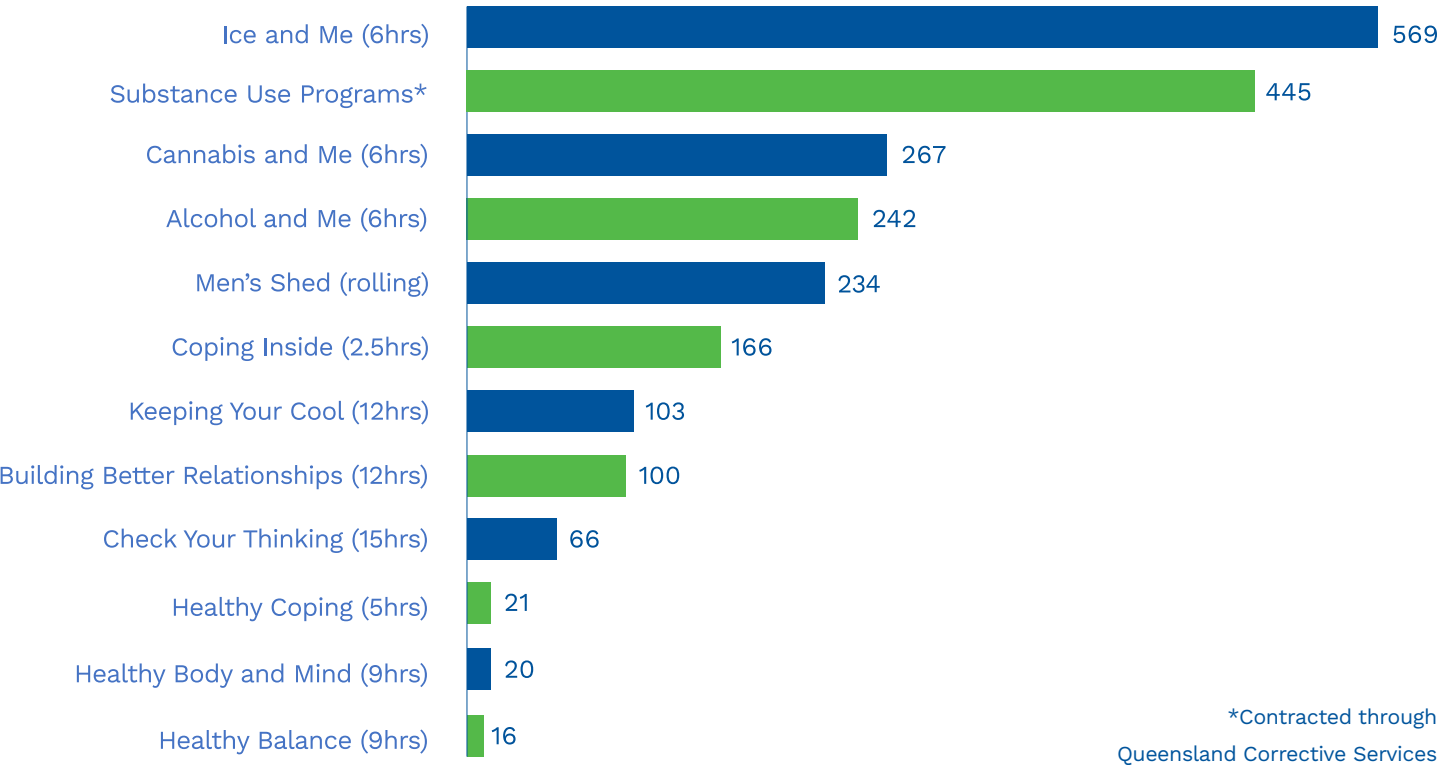


## Remand Behaviour Change Programs

GEO offers remand prisoners an opportunity to engage in programs and services that support them to address their drug and alcohol use, increase problem-solving and communication skills, build better relationships, address unhealthy or antisocial thinking and support effective mood management. Participation in GEO remand programs is voluntary and highly sought after. Across Ravenhall and Fulham, 1804 program completions were recorded for the year with many prisoners participating in more than one program. The greatest demand was for GEO’s Ice and Me program supporting remand prisoners to address their methamphetamine use.



Across Ravenhall and Fulham, 1804 program completions were recorded for the year with many prisoners participating in more than one program.



## Participant Feedback

When asked for feedback on their experience of the program, participants reported:

“Reinforced how important it is for me to stay sober and try to get into a rehab for some real therapy.” Alcohol & Me Participant

“This program has meet (sic) most of my needs, it has helped me understand how cannabis affects the brain, the triggers that cause cannabis use, strategies to beat cannabis.” Cannabis & Me Participant

“110% wonderful understanding of procedures/implementation to prevent drug use.” Ice & Me Participant



Reinforced how important it is for me to stay sober and try to get into a rehab for some real therapy.



## Life Skills Programs



**Life skills programs support prisoners with their interpersonal engagement while in custody and in their preparation for release.**



Life skills programs are an important component of rehabilitation, supporting prisoners to navigate everyday life challenges such as managing one's health, budgeting, planning, communication and negotiation. Often overlooked for their importance, these programs are fundamental for supporting prisoners to gain everyday important life skills, which include:

- Financial Literacy
- Legal Education
- Food and nutrition
- Parenting
- Work Readiness
- Problem-Solving Skills
- Communication Skills
- Self-esteem
- Maintaining a healthy lifestyle
- Employment



Prisoners engaged in a Life Skills Program at Fulham using gaming technology.



Prisoners engaged in an offending behaviour program, Fulham.



Prisoners engaged in an offending behaviour program, Ravenhall.



## Aboriginal and Torres Strait Islander Programs

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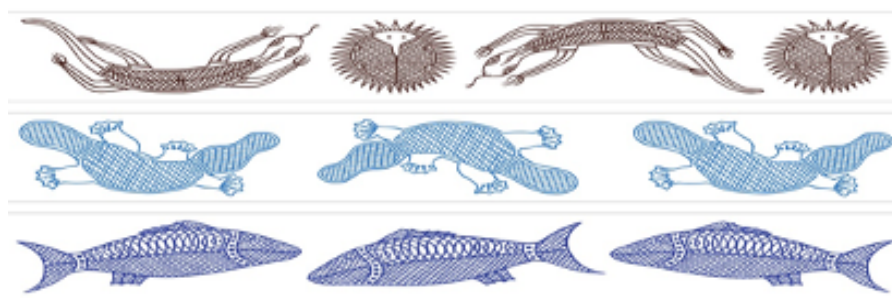
GEO employs Aboriginal and Torres Strait Islander prisoners at each of its Centres to support the safety and wellbeing of our first people. Our Centres work closely with the local Aboriginal and Torres Strait Islander community and its Elders to ensure programs and services are culturally appropriate and respond to identified needs.

### Junee Correctional Centre

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#### Art Works

Junee Aboriginal inmates were invited by Wagga Wagga City Council to develop the artwork for the new levee banks being constructed in Wagga Wagga, and the artworks were completed by six local Wiradjuri inmates. The artwork was modified into stencils by a graphic designer who was commissioned by Wagga Wagga City Council. Once completed the project will be launched and acknowledged by the Wagga Wagga Mayor and local Elders.



Junee Aboriginal inmates were invited by Wagga Wagga City Council to develop the artwork for the new levee banks being constructed in Wagga Wagga.



#### Dreaming Inside Program - South Coast Writers

The South Coast Writers Centre in conjunction with Aunty Barbara Nicholson has been conducting creative writing workshops with Aboriginal inmates at Junee Correctional Centre since 2012. The first of its kind, this program has supported men to express their dreams, songs and reflections in writing. The Dreaming Inside program has recently completed its eighth publication in the Dreaming Inside: Voices from Junee Correctional Centre series.

The book launch will be held in Wollongong in 2020 as part of the Sydney Writers Festival. The seventh book in the series, published in 2018, consisted of 238 pages with 86 inmates becoming published writers through their contributions. The Dreaming Inside program has been described as a creative, cathartic and healing experience for those involved. A process evaluation conducted by Griffith University in 2018 concluded that the Dreaming Inside Program supported increased confidence in self-expression and a reconnection with culture.



## Fulham Correctional Centre

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### What Makes a Man a Man Program – WMAMAM

Program participants for this intake of WMAMAM were all of Aboriginal or Torres Strait Islander background. In their final reflections on the program, participating men indicated that a bond had developed and all agreed the group should continue as a way of supporting other Aboriginal men. Participants proposed that the group engage other men to share stories and connect with each other and with their culture. These men said they valued this safe space where they could tell their story with true honesty. In closing the comment, one participant said, “this has been a journey with the brothers”. Other reflections included:

“Let’s keep the yarn going.”

“Positive yarns, stories and team building.”

“I get others from cottages telling me they want to come.”

“I have been asked in the yard where I have been each day, I tell them at the man program.”

“It makes me feel better as a man, what I have learnt.”

“I had to get out of bed early, don’t change the time, cos when I get here I know it will be better for me once I am out there.”

“I didn’t get to talk about everything I wanted to... yet.”

The group continued to meet on a voluntary and peer-led basis throughout the year with support from staff, the Aboriginal Liaison Officer, and the local Elders.



Participating men indicated that a bond had developed and all agreed the group should continue.



## Arthur Gorrie Correctional Centre

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### NAIDOC

This year the NAIDOC flag raising ceremony was held on the 22nd of July. Elders from Brisbane, Inala and Ipswich attended the celebration along with external service providers and staff from AGCC and other Queensland Correctional Centres. Welcome to Country was delivered by traditional owner Auntie Cheryl Thompson and the theme of the celebrations were “Voice, Treaty, Truth and Voice”, signifying the unified position of the First Nation Australians and encouraging all to work together for a shared future. The day was a great success with prisoners entertaining guests with song, dance and didgeridoo.



NAIDOC flag raising ceremony.



The Story Telling program is a key component of Ravenhall's focus on the delivery of interventions that are tailored and responsive to the prisoner population.



## Ravenhall Correctional Centre

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### Story Telling Program

Aboriginal and Torres Strait Islander men are a key area of focus for Ravenhall Correctional Centre comprising approximately 11-12% of the Centre's prisoner population at any given time.

Ravenhall is focused on creating a culturally safe environment for men and delivers a range of culturally responsive programs delivered both by GEO and its network of community partners. An exciting initiative at Ravenhall is the Story Telling Program - an intervention aimed at increasing treatment readiness among Aboriginal and Torres Strait Islander men.

Each program is co-facilitated by a Clinician and a member of the Aboriginal Programs; integrating clinical expertise with cultural knowledge and experience, to address factors shown to be associated with low treatment participation among Aboriginal and Torres Strait Islander men. The program aims to introduce participants to the group process, explore the concept of change, and use a narrative approach to discussing personal journeys and offending behaviours.

The program encourages a healthy cultural identity, cultural connectedness and prepares and supports Aboriginal and Torres Strait Islander men to continue to engage in the change process through further program participation.

The Story Telling program is a key component of Ravenhall's focus on the delivery of interventions that are tailored and responsive to the prisoner population. The program has been well received by Aboriginal men. Participants felt able to share their stories in culturally safe ways and that it had helped them understand obstacles that had previously impacted their capacity for change.

Men also felt that their culture was respected and acknowledged during the program and this was motivating for them in terms of engagement in future therapeutic programs, including offending behaviour programs.





Diversity at GEO  
Centres is celebrated.

# Celebrating Diversity

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Ongoing recognition and celebration of faith and culture is important for identity and community re-engagement. GEO employs cultural advisors and engages chaplains at each of its Centres to ensure faith and culture is appropriately recognised, supported and celebrated.

## Arthur Gorrie Correctional Centre

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### Christmas Service

The Salvation Army works closely with prisoners at Arthur Gorrie Correctional Centre to provide both religious support and assistance with reintegration. In 2019 the Salvation Army teamed up with the Arthur Gorrie Correctional Centre programs team to host a Christmas Celebration Service.

The service provided prisoners with the opportunity to listen to (and sing) Christmas Carols and listen to Christmas messages of joy and hope. The Christmas service was well attended and positive feedback regarding the service was provided by all involved.



Christmas Celebration Service.

## Fulham Correctional Centre

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### Moon Festival

Our annual celebration of this Indo-Chinese festival celebration related to giving thanks and reuniting with family was a huge success with over 200 people attending, a large selection of traditional foods, and live entertainment enjoyed by all.

## Junee Correctional Centre

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### Ramadan

Ramadan is a celebrated event at all GEO Centres. Marking the end of Ramadan at Junee, Islamic inmates donated a prayer mat to the Junee Library as part of their charitable deeds.

People of Islamic faith living in the local community who attend the library at prayer time are invited to use the mat to support the ongoing practice of their faith.



Celebrating Ramadan.

## Ravenhall Correctional Centre

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### Lunar New Year

The Lunar festival celebrates the beginning of a new year on the traditional Chinese calendar. Ravenhall's annual Lunar festival was attended by prisoners, staff and external visitors, including Buddhist monks from the Quang Minh Temple in Melbourne.

A highlight was prisoners performing the traditional lion dance (designed to bring luck and fortune) in a colourful and highly decorative costume. A collection of intricate origami figures showcased some of the prisoners' skills in the art of paper folding and attendees also enjoyed traditional Chinese food.

The importance of these types of cultural events for the prisoners cannot be overstated as they provide opportunities for community engagement and connections to culture — which play a key role in enhancing reintegration outcomes. Participation by a broad range of individuals across the centre also facilitates the development of understanding and respect for cultural diversity.



Lunar New Year.

## Community Engagement

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GEO Centres are actively involved in their local communities supporting special events, fundraisers and businesses. Prisoners also engage in community reparation activities that benefit the local community.

### Arthur Gorrie Correctional Centre

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Arthur Gorrie Correctional Centre and The Advanced Group have been working in partnership for the past 18 months. In the metal workshop, AGCC men have been repairing and fabricating temporary construction fence panels and concrete blocks (to support the fence panels). With the support of their Trade Instructor, 20 men have learned new skills in welding, bending and cutting metal and been rewarded with the completion of recognised qualifications in such, through the University of Gatton Vocational Education Centre.

This project has been successful and rewarding for both Arthur Gorrie and for The Advanced Group. Not only did a number of men increase their post-release employability through the acquisition of new skills, four men gained meaningful casual employment with contractors of The Advance Group post-release.



Continued GEO & AGCC Partnership.





**Central Gippsland Health's Director of Nursing was thrilled to receive the cheque for the new monitor.**



## Fulham Correctional Centre

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Central Gippsland Health was in desperate need of respiration neonatal monitors for the special care nursery. The respirators monitor the breathing of at-risk babies, sounding an alarm if the baby stops breathing for a period of time. In response, the Fulham team organised a staff Easter raffle raising the necessary funds to purchase an additional monitor. Central Gippsland Health's Director of Nursing was thrilled to receive the cheque for the new monitor.

## Junee Correctional Centre

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In 2019 Country Hope was announced as the recipient of Junee's annual car restoration project. The VL Commodore - which was purchased by Junee Correctional Centre - was fully restored by Junee TAFE Students as a Peter Brock tribute car.

A raffle for the car led to \$63,630 going to Country Hope to support families of critically ill children from across the region.

## Ravenhall Correctional Centre

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Each year Ravenhall Correctional Centre staff and prisoners participate in the Polished Man Campaign. One fingernail is painted to represent the one in five children who experience violence. The campaign raises awareness and funds through staff, prisoner and family donations. In 2019 the \$1,334 funds were raised and channelled into trauma prevention and trauma recovery programs for children who are at risk of or have suffered violence.



Annual Car Restoration Project.



Polished Man Campaign.



# Supporting Effective Reintegration

GEO’s reintegration services commence shortly after reception with each prisoner’s individual needs identified through a collaborative release planning process.

The GEO Reintegration Services team, in conjunction with community partners, provides a broad range of support across the following key reintegration domains pre- and post-release.



Each prisoner’s individual needs identified through a collaborative release planning process.





The GEO Group Australia Managing Director Peter Bezuidenhout with 2019 Employee of the Year Hannah Lonnee.

## Case Study

In 2019 Correctional Officer Hannah Lonnee was awarded The GEO Group Australia's Employee of the Year Award, not only for her dedication to the job, but her commitment to delivering better outcomes for prisoners – and ultimately their families and communities.

Exemplifying GEO's Continuum of Care Model, Ms Lonnee demonstrated exceptional case-management practices, often going above and beyond to support prisoners with their post-release reintegration needs. Ms Lonnee recognised how her role could more actively support better outcomes. With Ms Lonnee's assistance, one particular prisoner left Fulham with an offer of employment, a new home and renewed hope that he could reengage with his son. Today he reports being happily employed, paying his rent and proudly seeing his son every week.

Ms Lonnee has been particularly commended for assisting several prisoners to successfully secure private rental accommodation despite challenging circumstances. The housing provider said: "It put faith in me that the prison system could help rehabilitate people. One of the things I love about my job more than anything, is watching the transformation of people who have been given an opportunity." Ms Lonnee is a glowing example of how custodial staff can make a significant contribution to positive rehabilitation and reintegration outcomes.

## Our Reintegration Partners



# Post-Release Support

Critical to the GEO Continuum of Care model is post-release support and the engagement of families and the broader community in addressing risk and supporting long term behavioural change. A unique and significant aspect of the Ravenhall Continuum of Care model is the focus on post-release services. Men exiting Ravenhall can continue to receive services post-release at the correctional centre’s community based reintegration centre, The Bridge Centre.



The Bridge Centre offers a variety of programs and services that are targeted to support clients to stay connected to their families and the broader community.

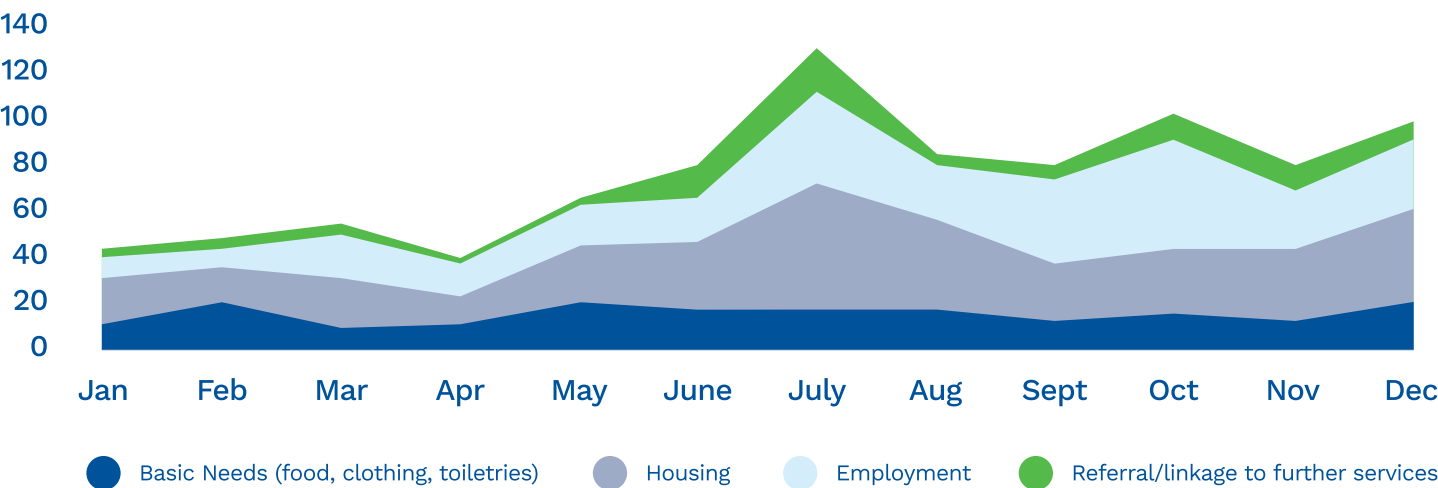


## The Bridge Centre

The Bridge Centre, the first of its kind in Australia, offers men the opportunity to continue their rehabilitation journey supported by a team of specialist post-release staff and community partners. GEO Post-Release Case Workers provide ongoing case-management support across the breadth of individual reintegration needs for up to two years post-release. Men who were engaging with a clinician and/or community agency whilst at Ravenhall have the opportunity to continue their engagement post-release. The Bridge Centre offers a variety of programs and services that are targeted to support clients to stay connected to their families and the broader community. In 2019, 500 men sought support from The Bridge Centre. Of those in attendance, 1 in 5 had been on remand while at Ravenhall. GEO’s post-release case workers provided a breadth of support including employment opportunities, access to housing, family support, legal assistance, drug and alcohol counselling, and practical needs such as food and clothing.

## Primary Needs

In 2019 in only its second year of operation, The Bridge Centre experienced a 107% increase in case-worker engagement (phone or face-to-face).





The Bridge Centre.

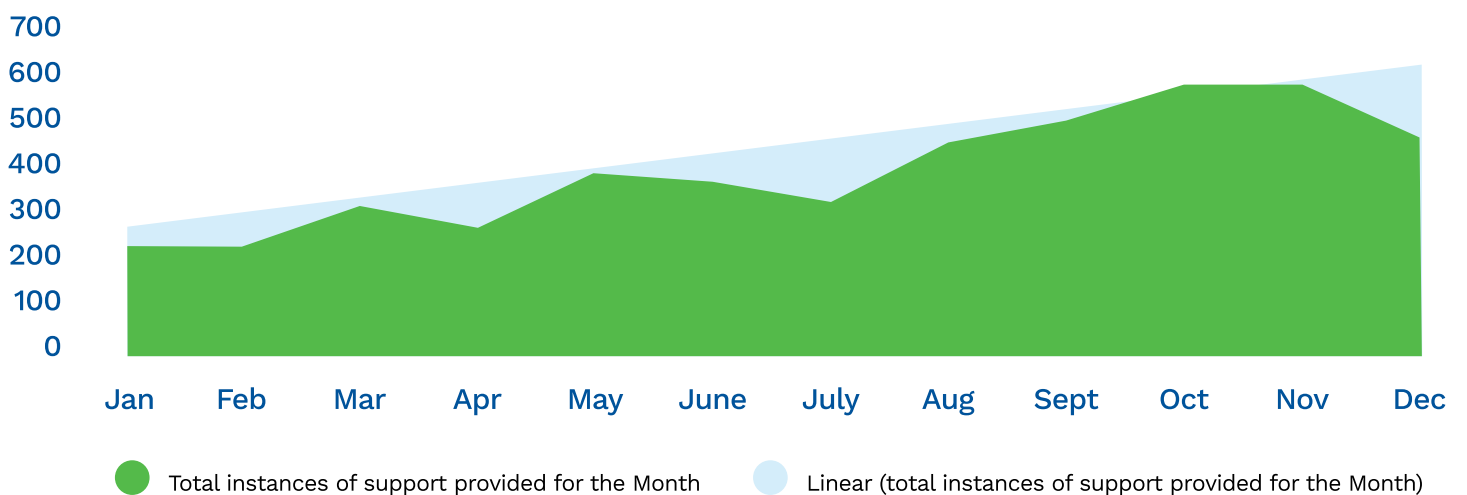


Specialist post-release staff.

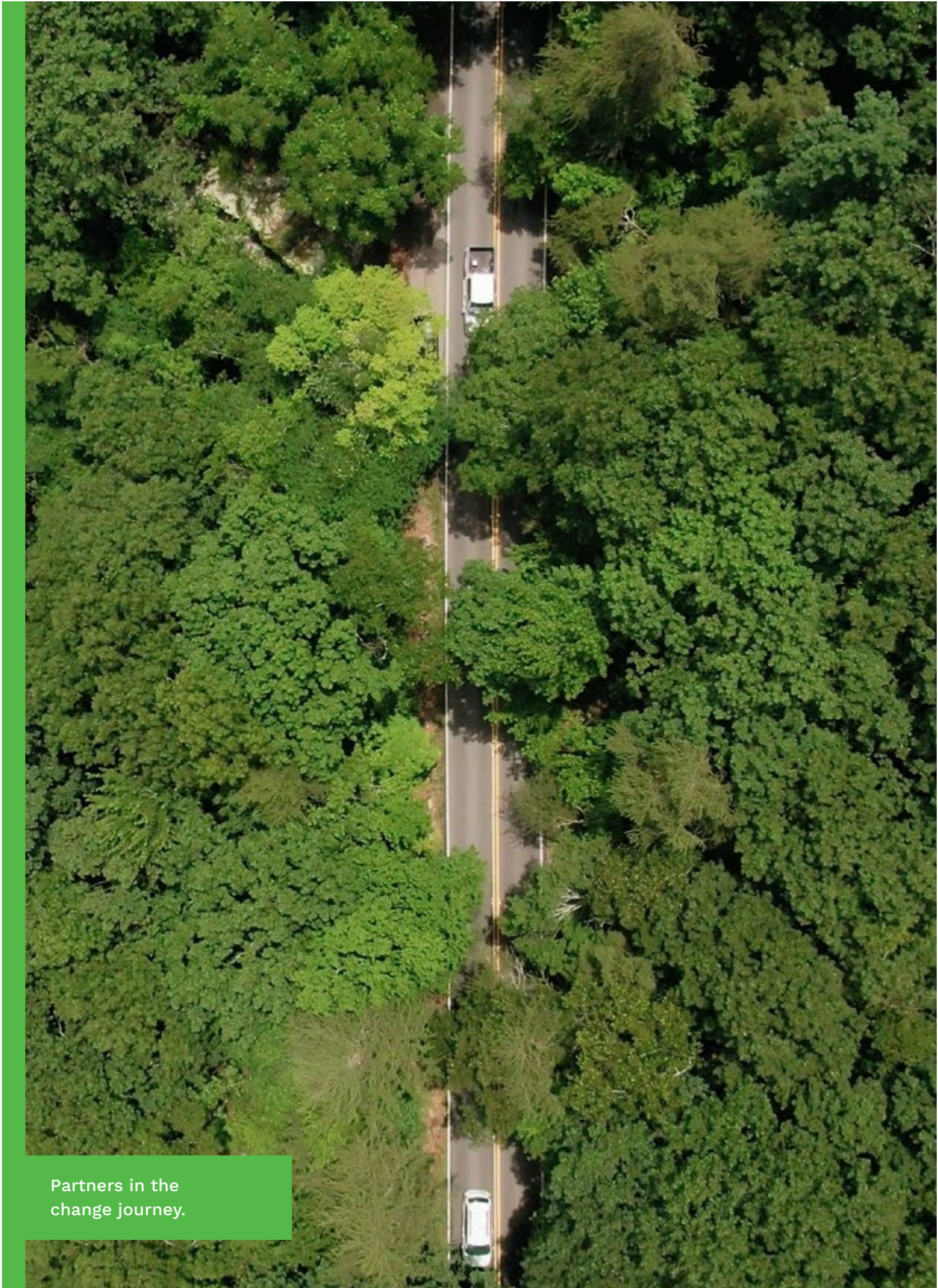


Providing ongoing case-management support.

## Total Instances of Support (per month)







Partners in the  
change journey.



# Post-Release Success Stories

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**Matthew eagerly trained as a Peer Educator and was later employed to support other remanded prisoners with their induction to Ravenhall.**



## Matthew

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Matthew was remanded at Ravenhall Correctional Centre for seven months. He completed a number of interventions while on remand to meet his rehabilitative goals including Ice and Me, Building Better Relationships, Release-Related Harm Reduction, and individual counselling to support his initial adjustment to the prison environment.

Matthew also completed several life skills and reintegration-based programs addressing his employability, financial literacy and independent living skills. While on remand Matthew eagerly trained as a Peer Educator and was later employed to support other remanded prisoners with their induction to Ravenhall and preparation for release.

Post Release Case Workers (PRCW) from The Bridge Centre met with Matthew prior to his release to discuss his post-release needs. Matthew was later released from court with time served and required to complete a 12-month Community Corrections Order.

Within his first week of release, Matthew contacted The Bridge Centre and made an appointment to meet with a PRCW and his Ravenhall clinician to support this reintegration.

Ten months later and on a voluntary basis, Matthew continues to engage with his PRCW and clinician on matters related to education, employment, housing and relapse prevention.

He has successfully enrolled in further study, gained ongoing employment and has maintained his housing. In recognition of his post-release success and positivity about his future, Matthew is now voluntarily giving back by volunteering at The Bridge Centre by facilitating a peer support group for others leaving custody.

## John

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John served a 14-year sentence and was released from Ravenhall Correctional Centre in 2019. He was assessed as a moderate risk of re-offending.

John completed several programs whilst at Ravenhall addressing mental health, healthy relationships, communication, drug and alcohol, financial literacy, and various other education and vocational programs to improve his employability such as Basic Math, and a certificate in Traffic Management. He also obtained his Fork Lift license.

Post Release Case Workers from The Bridge Centre met with John two weeks prior to his release date and it was identified that he required support with housing and employment.

John was approved for a GEO Funded Individual Support Package (FISP) whereby GEO funds an individual's private rental for 3-6 months while they secure employment. A private rental property was secured for John in a location close to his social network.

After getting settled into his property John attended The Bridge Centre to meet with his PRCW and commence job seeking. John was ready to look for employment but had concerns about disclosing his criminal record.

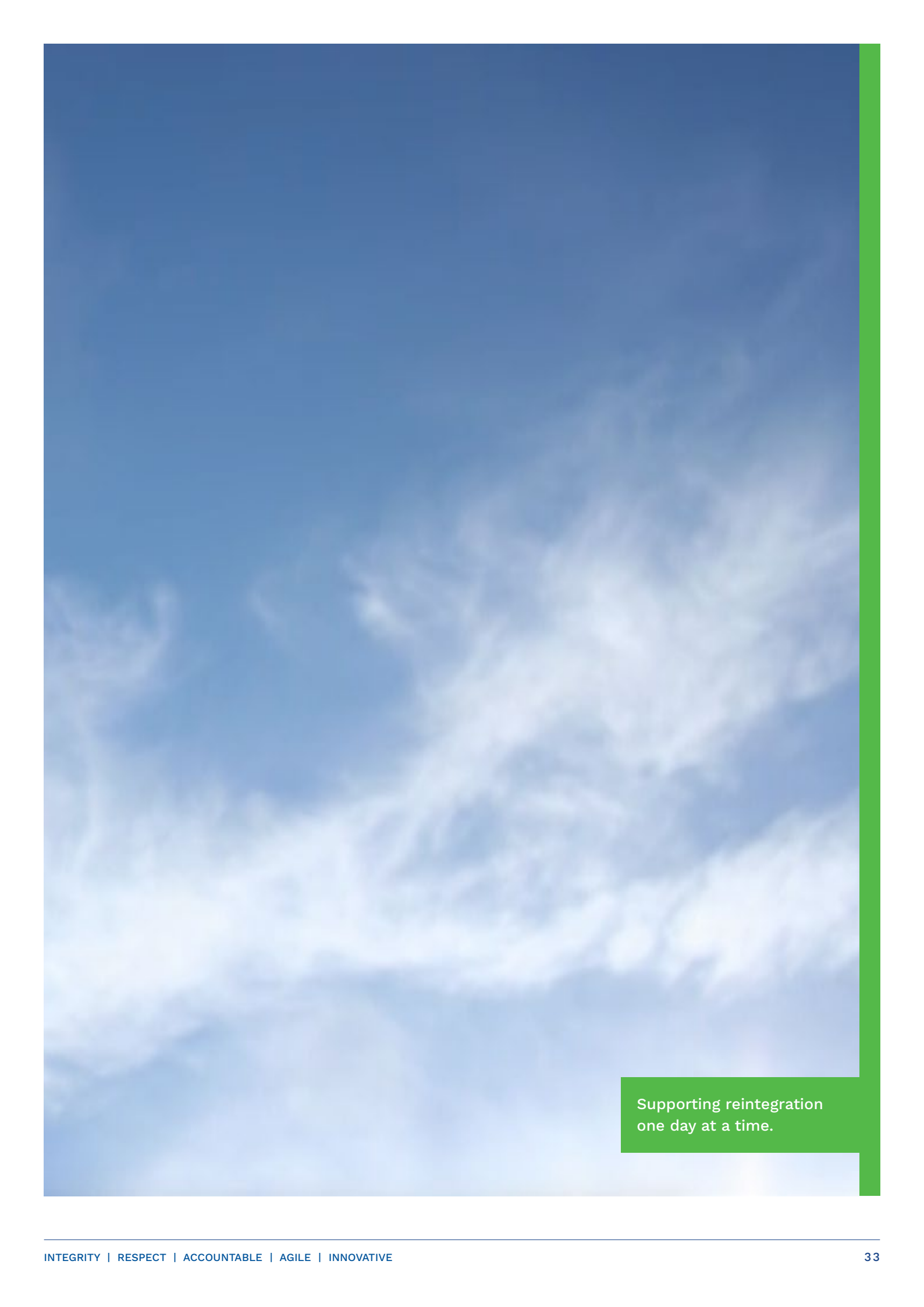
John and the PRCW developed a resume and John accessed donated clothing from The Bridge Centre to wear at an interview. While John struggled initially, becoming frustrated and disenchanted with his job prospects, after eight weeks of continued effort and support, he secured a full-time position in a local factory.

John continues to maintain his employment to date and now self-funds his private rental property. He also saved enough to purchase a car. John continues to have regular contact with The Bridge Centre PRCWs for ongoing support and to celebrate and share his reintegration milestones.



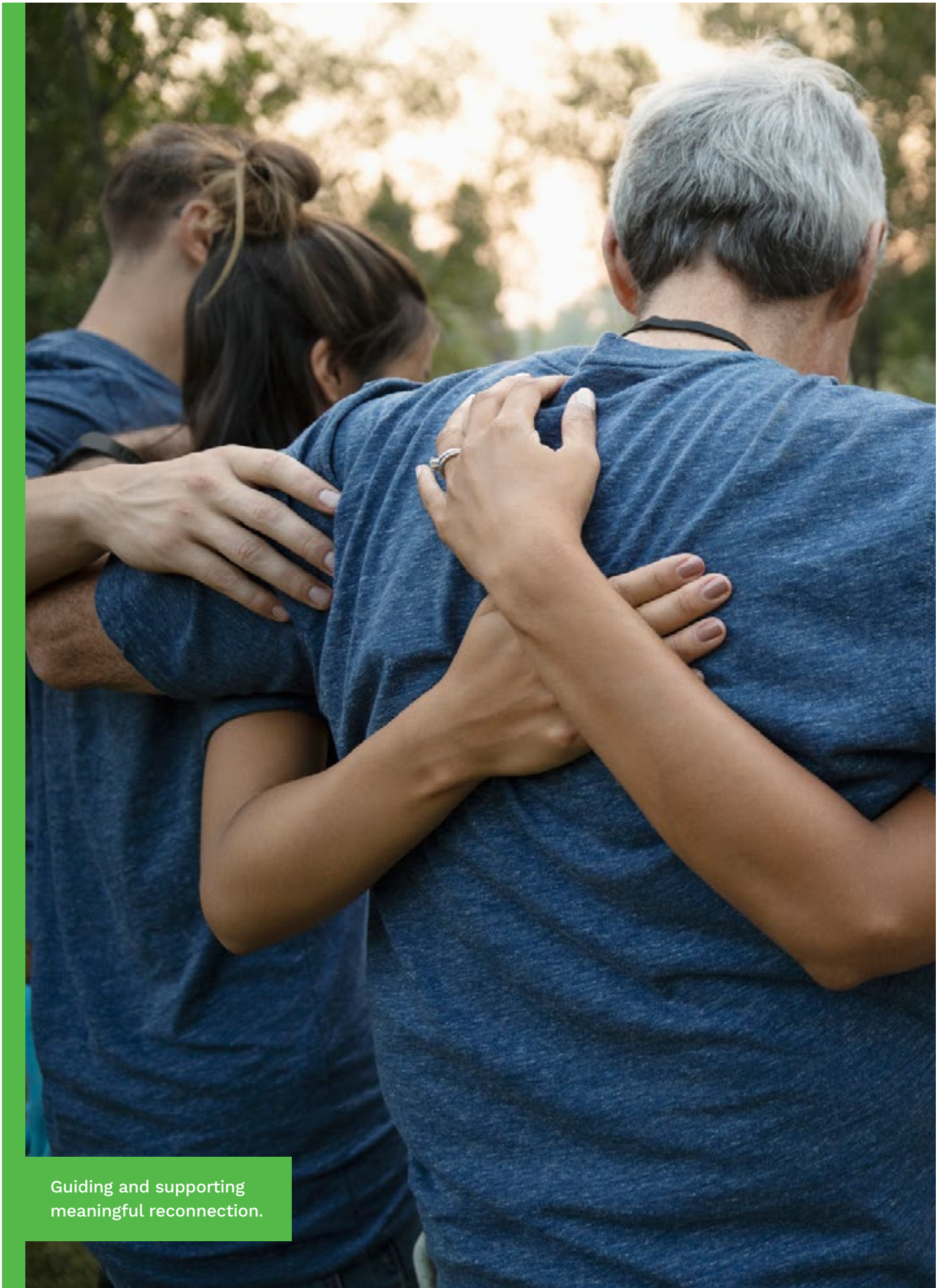
**John completed several programs whilst at Ravenhall and various other education and vocational programs to improve his employability.**





Supporting reintegration  
one day at a time.





Guiding and supporting  
meaningful reconnection.



**Luke completed this work experience and was successful in obtaining full time employment with the company.**



## Luke

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Luke was considered a high risk of re-offending and was accommodated at Ravenhall Correctional Centre for 7 months before being released on Parole. While in custody Luke engaged in several life skills programs including a Parenting Program, financial literacy, Healthy Mind and Healthy Living. Luke also participated in drug and alcohol programs and Narcotics Anonymous.

Luke was visited by a PRCW from The Bridge Centre prior to his release and it was identified Luke would benefit from post-release employment support. Luke was referred to Workways – an employment agency and partner of The Bridge Centre.

Workways arranged for Luke to attend work experience with a kitchen installation company. Luke struggled at the beginning due to severe anxiety and depression impacting his self-esteem and perceived ability to be accepted in a working environment.

Staff from Workways and The Bridge Centre supported Luke through this period and encouraged him to attend the program taking one day at a time.

Luke completed this work experience and was successful in obtaining full time employment with the company. During this time Luke also maintained engagement with Narcotics Anonymous and successfully completed his Parole Order.

Today, Luke remains employed full time and, after living with his parents since his release from Ravenhall, is being supported by his PRCW to look for a private rental of his own. Luke has also purchased a car which has greatly assisted his independence.

He maintains contact with Narcotics Anonymous and reports using them not only for alcohol and drug-related support, but also for support regarding other personal stressors.

## Research & Evaluation

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GEO recognises the importance of evidence-based best practice and the need for ongoing research and evaluation to assure the efficacy of interventions.

In addition to outsourcing evaluation projects to local universities, GEO's internal Research, Evaluation and Quality Assurance team undertake ongoing reviews and outcome evaluations of GEO programs and services.



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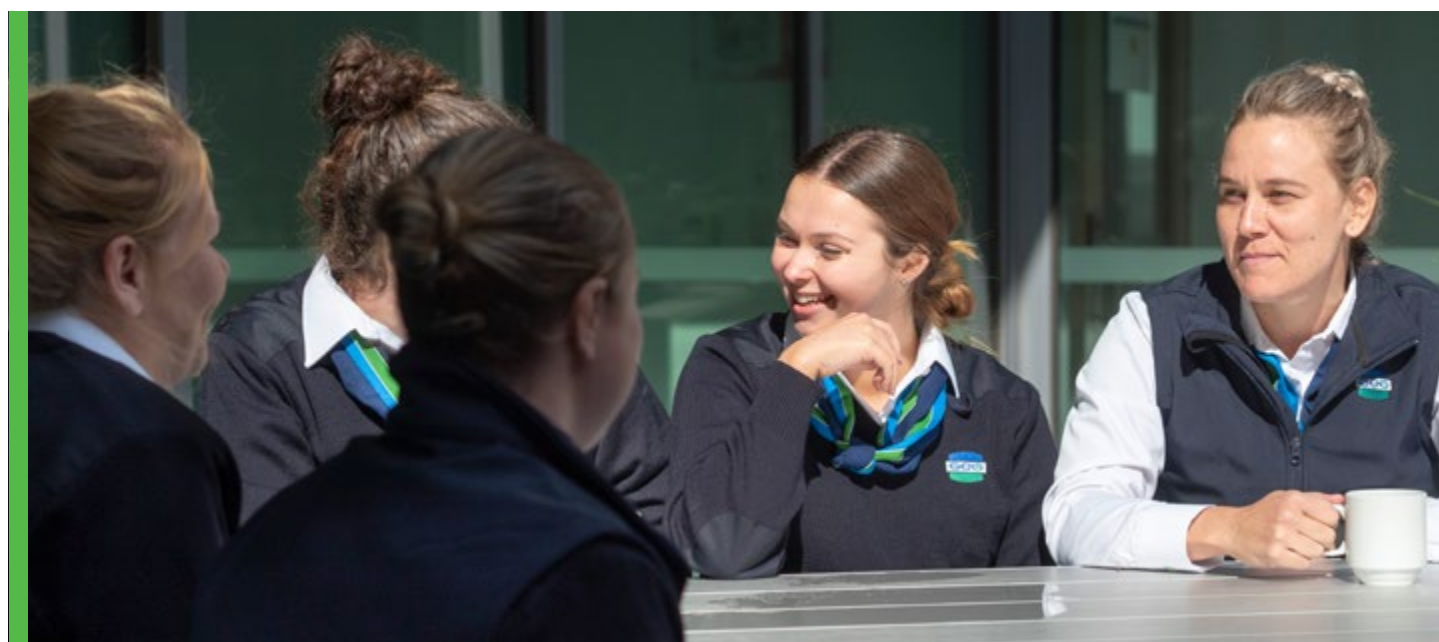


## Program Evaluation

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In 2019, five of GEO's Alcohol and Other Drug (AOD) programs were evaluated against their intended outcomes. Consultative process evaluations with facilitators and participants were also undertaken to ensure feedback on process, experience and design were considered regarding program enhancements.

Each AOD program was identified to be meeting intended outcomes and minor enhancements were made to maintain adherence to new and emerging literature.



Staff members at Ravenhall Correctional Centre.





Evaluating and measuring success.





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