



ACT DEPARTMENT OF JUSTICE
& COMMUNITY SAFETY

Alexander Maconochie Centre



Information & Communication Technology (ICT) Plan

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Introduction

ACT Corrective Services (ACTCS) Technology Plan for the Alexander Maconochie Centre (AMC) focuses on building a solid IT infrastructure with cost effective operational and managerial systems.

The successful implementation of integrated business systems has given ACTCS the ability to move on from a period of rapid technological growth to developing complete solutions for the AMC.

The AMC requires strong information processes with particular focus on stable, reliable technology systems; providing information necessary for the effective and secure management of prisoners, for policy development and internal management and initiatives.

ACTCS' increased dependence upon technology-based systems demands that the operations that these systems perform and the supporting infrastructure are effectively maintained and kept in alignment with the changes to business processes.

ACTCS needs to balance the opportunities provided by technology against the costs involved in keeping systems up-to-date. Care must be taken to ensure that all technological applications are ethical, add value to the business and are cost-effective. The need to retrofit the AMC on a periodic basis over a projected 40-year period will be planned for from the outset.

ACTCS recognises that it works as part of Justice and Community Safety, and that its technological decisions can impact directly upon the operation of other justice sector agencies, and vice versa. It is important, therefore, that ACTCS continues to work in a collaborative way with portfolio agencies.

The purpose and scope of this plan is to address these issues and outline the key Information Technology requirements for the AMC.

Context

The Operating Philosophy and the Operating Model of the AMC seeks to advance the letter and spirit of the *ACT Human Rights Act 2004*.

The Operating Philosophy and the Operating Model of the AMC sits within the framework provided by the *Canberra Plan* and its constituent documents, the *Social Plan*, the *Spatial Plan* and the *Economic White Paper*.

Operating Philosophy

The AMC is to be a secure and safe place that will have a positive effect on the lives of prisoners held there and on staff who work there. Its management and operations will give substance to the dictum of Sir Alexander Paterson that prisoners are sent to prison as punishment, not for punishment.

The AMC will reflect the “Healthy Prison” concept. A Healthy Prison is one in which:

- everyone is and feels safe;
- everyone is treated with respect as a fellow human being;

- everyone is encouraged to improve himself or herself and is given the opportunity to do so through the provision of purposeful activity; and
- everyone is enabled to maintain contact with their families and is prepared for release.

The AMC's Operating Philosophy will be the major factor influencing the design of the Centre. The Operating Philosophy for the AMC can be summarised as follows:

- it will provide protection from those who present as a risk to the community; it will provide a safe environment for prisoners and staff through design features, the use of technology, appropriate classification and separation of prisoners and the appropriate categories and numbers of well trained staff;
- it will have regard to the recommendations of the *Royal Commission Into Aboriginal Deaths In Custody (RCIADIC)*;
- its operating systems would be developed from the base of a thorough risk analysis carried out to Standard AS/NZ 4360 and which satisfies the requirements of the ACT *Enterprise-wide Risk Management (ERM)* framework;
- the Centre will aim to set a new standard of sustainability in design, construction and operation especially in, but not confined to, energy, water and waste;
- the Centre will satisfy AS 1428 and the Department of Disability, Housing and Community Services checklist for building and facility access;
- its programs and activities for prisoners would be based on the individual assessment of each prisoner as the foundation of individual Case and Sentence Plans, the menu of programs and activities offered to each prisoner will be targeted towards positive change in the prisoner's habits, beliefs, attitudes and expectations, that is, a cognitive change approach; and recognition that most prisoners will return to society and that maintenance of positive changes in behaviour will be greatly influenced by relationships with family and close associates.
- The menu of programs and the design of individual programs will be based on a "Throughcare" model that engages family and close associates in the behavioural change process while the prisoner is in prison and ensures support to the prisoner as he or she re-enters society;
- the menu of programs will cover:
 - family and other relationships;
 - health education and promotion;
 - remedial education;
 - cognitive skills;
 - substance abuse treatment and education;
 - sex offender's treatment;
 - vocational training not involving commercial industries;
 - positive recreational skills and habits;
 - skills and habits for living and working; and
 - victim awareness.
- a multi-discipline approach to program delivery and Case Management. This will include involvement of other government and community agencies, where appropriate, in the provision of services, such as family and individual counselling, health, education and vocational training;
- particular attention will be paid to the needs of women and Indigenous prisoners;
- the needs of short-term prisoners will be specifically targeted. Corrections staff and appropriate professionals from other government and community agencies will work with the prisoner and the prisoner's family and close associates; and

- there will be a commitment to transparency and accountability with the Centre's performance outcomes being measured against the national average of other jurisdictions and published by the Productivity Commission in the *Report on Government Services* series.

Emphasis will be directed at Throughcare, which is aimed at ensuring an integrated and seamless approach to the delivery of services for prisoners as they move between prison, community corrections and the community and to provide continuity of knowledge of the prisoner, programs and other services. This aspect of the Operating Philosophy for the AMC will contribute to the achievement of whole of government objectives for crime prevention and community safety and to the principles of Restorative Justice.

The Throughcare approach would focus on providing:

- an appropriate continuum of health care, in particular addressing substance abuse and mental health issues;
- individual Case Plans based on individual prisoner's needs and presenting risk factors;
- common prisoner and offender programs based on assessment of risk and need and a menu of programs targeting those attitudes and behaviours linked to the risks of re-offending;
- opportunities for self-development, improved quality of life and social integration;
- linkages with community-based programs and services;
- support for re-settlement; and
- the engagement of family and the community in the prisoner's correctional experience.

Women Prisoners

Within the framework provided by the Operating Philosophy it is considered appropriate to express particular principles for the management of women prisoners. The reason for this is that, in simple terms, the profile of the female prisoner population is marked by more damage, disadvantage, disease and disaffection than is the male prisoner population.

Accordingly, four principles, which reflect those adopted in Canada, Western Australia and by New South Wales at its new facility at Dillwynia, will underpin the management of women prisoners. They are:

- Personal responsibility and empowerment of the individual: Many women in custody are marginalised and alienated with no experience of making decisions that affect their lives. AMC staff will give women in their care the power to make such decisions and accept that as their personal responsibility.
- Family Responsibility: The objective of this principle is ensure that prisoners who are mothers and primary cares are provided with maximum contact with their families and children and to buttress this by providing programs and support directed at improving relationship and parenting skills.
- Community Responsibility: Many women are alienated from their communities and lack supports within them. Prisoners will be encouraged to become engaged with members of the community, develop a sense of community responsibility and to set in place post release support arrangements.

- **Respect and Integrity:** Services provided within the AMC will be gender and culturally appropriate and will respect the dignity of people and the differences between them. A key element in this is honesty and truthfulness. Prisoners will be encouraged to develop similar attitudes with regard to themselves and to others.

Aged Prisoners

At present 1 in 8 Australians are over the age of 65. By 2051 this figure will have changed to 1 in 4. NSW already has almost 1 million men and women over 65 years of age. To the potential implications of this ageing population is added the reality that many Australians, especially the “baby boomers” have inadequate superannuation and retirement savings to fund their retirement and health care needs. In 1999 there were 10,000 Australian divorced women aged 59; by 2004 this figure was expected to grow by 50% and by 100% by 2009. This group, in particular, faces a bleak future in retirement. Poverty and isolation in old age, possibly in a setting of intergenerational hostility, may well add to the incidence of depression in the community which is already expected to be the major health threat by 2020. As the nexus between poverty and crime is well established, there are prospects of increasing numbers of aged people being incarcerated, if only as they seek to be cared for. The prison design will have to take this into consideration, seeking design inspiration from aged care facilities and hospitals.

Indigenous prisoners

The *Australian Capital Territory Population Projections 2002-2032 and Beyond*. Canberra: Chief Minister’s Department, June 2003 reports that the Indigenous population in Canberra, currently approximately 1.2% of the total population, is expected to continue to increase both in number and as a proportion of the total population, due to the higher levels of fertility (nationally 2.2:1.75), high migration into the ACT and an increasing propensity for people with some Indigenous ancestors to identify themselves as Indigenous.

Indigenous prisoners presently constitute approximately 9% of the ACT prisoner population. While this is lower than the national average, it stills represents a level of Indigenous over-representation in prison which shames the ACT community. The demographic factors outlined above indicate that there are prospects that this over -representation could increase, with attendant risks to the well-being of Indigenous prisoners because their accumulated adverse life experiences heightens their vulnerability in general, but particularly in the correctional setting.

To address these issues, the Operating Philosophy of the AMC will have regard to not only the recommendations of the *Royal Commission Into Aboriginal Deaths in Custody*, but also to more recent and relevant documents including:

Waller, K. 1993 *Suicide and Other Self Harm in Correctional Centres*. Sydney: NSW Government.

Memmot, P, Eckermann, K & Brawn, G, 1999 *Indigenous Cultures and the Design of Custodial Environments: Proceedings of a National Workshop held in Alice Springs, NT November 1998*. Brisbane: Aboriginal Environments Research Centre, University of Queensland.

Ombudsman, December 2000 *Report on an investigation into deaths in prisons*. Perth: Government of Western Australia.

Ombudsman, June 2001 *Report on an Inquiry into Risdon Prison*. Hobart: Government of Tasmania.

The new AMC will provide a opportunity for ACT Corrective Services to collaborate with other government agencies in responding to issues arising from the relationship between Indigenous offending and imprisonment. In addition, the staff of the AMC will seek to expand the engagement with Indigenous groups and Indigenous leadership in the management of Indigenous people placed in the care and custody of ACT Corrective Services.

Community and the Media

Considering the ACT's lack of experience in having its own correctional centre, it is anticipated that there will be a volume of ill-informed community and media comment on matters dealing with the operation of the Centre which, in larger jurisdictions with well-established correctional traditions, would not give rise to comment. Unless this environment is managed through media and community briefings and visits, there is a clear potential for the management of the Centre simply to become unworkable.

Operating Model

The Operating Model of the AMC will reflect a human rights-based approach. The development of operating procedures for the management of the Centre and for the care and custody of prisoners will be guided by Coyle, A. 2002 *A Human Rights Approach to Prison Management*, London: International Centre for Prison Studies, Kings College.

The Operating Model of the Centre will be located on a continuum from indirect supervision to direct supervision. The major features of the former are a heavy reliance on distant electronic surveillance and the confinement of officers to secure stations. In contrast, the direct supervision model of the AMC is based on extensive staff (as role models) and prisoner contact, the development of positive relationships with attendant improved surveillance and security and institutional "climate".

The Operating Model gives effect to the Operating Philosophy, which is outlined on page 4 of this document.

The Operating Model describes the range of activities, which will take place within the AMC, with a particular focus on how these activities will impact on the individual prisoner.

Admission

On admission (30 receptions/week) into the prison, prisoners may well be disoriented, angry, under the influence of drugs or alcohol and may be in a state of anxiety over family, property or their own circumstances.

The following actions will take place:

- the prisoner will be taken out of the vehicle and placed in a holding cell;
- the prisoner will be offered tea/coffee;
- the prisoner will be searched;
- the prisoner will be provided with clean clothing/footwear;

- the prisoner's clothing and property will be documented and secured;
- the prisoner will be permitted a telephone call;
- the prisoner will be photographed, biometrically identified and details entered into the prisoner database;
- a case file will be raised, with initial documentation placed in the file;
- where the prisoner is an Indigenous person, the Indigenous liaison officer will be notified; and
- the prisoner will receive an audiovisual and face-to-face briefing on the prison, the processes in which he or she will be involved and his/her responsibilities.

Initial Assessment of Risk

The following actions will take place:

- a custodial officer will check commitment documentation, including any 'at risk' alerts;
- Mental Health staff will interview the prisoner, if the prisoner's state permits this, and complete an assessment instrument to give an initial indication of 'at risk' status within 4 hours of reception. A copy of the completed instrument will be made available to prison nursing staff;
- within four hours of reception, a health screening of the prisoner will be completed;
- prison nursing staff will provide the prisoner with information relating to communicable diseases and will offer voluntary blood screening; and
- a determination will be made jointly with the prison nursing staff on whether the prisoner needs to be placed on a detoxification or "at risk" observation regime. A key aspect of this process is the sharing of information between Health and Corrective Services staff.

Classification

After the initial admission and assessment processes have been completed, the prisoner will be assigned a temporary security or needs classification, which will determine his or her initial placement and management regime within the AMC.

Placement

After all admission and basic assessments have combined to produce an initial security or needs classification, the prisoner will be placed in accommodation which matches that classification or need.

The options for placement are:

- sentenced mainstream accommodation;
- sentenced protected accommodation;
- remand mainstream accommodation;
- remand protected accommodation;
- Medical Centre accommodation;
- Crisis Support Unit accommodation; and
- Management Unit accommodation.

Of the 90 male beds in the remand facility, ten double cells would be for the accommodation of remandees whose placement/at risk status is not finalised after the initial reception process has

been completed. For female remandees in the same category, accommodation will be provided in a five bed “high needs” unit.

Custodial staff managing the accommodation unit into which the prisoner is placed will brief the prisoner (induction) on the operation of the system, the Centre, services available and his/her responsibilities.

Full Assessment of Risk and Need

As soon as practicable after being received into the AMC, the prisoner will undergo a full health assessment conducted by a doctor. The doctor may, at this stage, refer the prisoner to a psychologist or to a specialist, such as a psychiatrist, for further assessment.

Program staff, Indigenous welfare officers, social workers, education staff and psychologists will also interview the prisoner and fully assess the prisoner’s risks and needs. This will inform the prisoner’s Case Plan. The prisoner will receive a full assessment within seven days.

Case Management

Case Management will form the core of prisoner management and development. The frequency of Case Management reviews is determined from an assessment, and may be in daily, weekly, monthly, quarterly or in six monthly intervals.

The two main objectives of Case Management are:

- the equitable and timely development and implementation of each Case Plan; and
- improved use of resources by tailoring interventions to risks and needs.

The prisoner will be briefed on the Case Management system and process and will meet with program staff to identify the level of risk presented by the prisoner, the priority needs and appropriate programs. An individual Case Plan for the prisoner will be developed.

While interventions and programming will be based on assessed risks and needs, for those prisoners with sentences of three months or less, the Case Plan will be, by necessity, generally limited and may well consist of representatives of relevant service agencies meeting with the prisoner and his/her family to determine post-release support needs.

Prisoners with sentences greater than three months will have a detailed Case Plan reflecting an assessment of associated risks and other needs.

Each prisoner will be assigned an individual custodial Case Officer who will be supported by other professional staff. Case Management reviews will take place every three months.

Sentence Management

An initial Sentence Plan will be developed by the Sentence Administration Board. It will contribute to the development of the Case Plan for the prisoner.

Structured Day

Boredom and inactivity in the correctional setting encourages drug use, undermines rehabilitation objectives and threatens security and safety. It is therefore important that the prisoner's day be marked by the prisoner's continuous engagement in purposeful activity. Over time, the prisoner will, through incentive-based regimes, exercise increasing levels of decision-making, assume greater levels of responsibility and will be placed in accommodation which reflects this. The means to achieve the integration of the prisoner's Case and Sentence Plans will be a Structured Day of meaningful work, programs (including visits) and recreation.

Programs

The following programs will be available:

Treatment (Criminogenic) Programs.

- Drug and alcohol (a health education/harm minimisation approach, rather than a criminogenic approach, may also be taken).
- Cognitive Skills.
- Anger Management/Violent Behaviour.
- Sex Offender.

Health & Life Skills Programs.

- Drug & Alcohol (see above)
- Parenting.
- Healthy Living.
- Health Promotion.
- Mental Health Support.
- Self Harming/Suicide Support.
- Stress Management.
- Spiritual/religious services.
- Victim Awareness.
- Education.

Work

Initially, work primarily will be in what is described as domestic industries such as grounds and facilities maintenance, waste management, cooking, and cleaning. Space within the perimeter is required to permit the possible development of limited horticultural activity, facilities maintenance, waste management and recycling and other work opportunities. A 300m² workshop will be provided to this end.

Note: Prisoners in the Transitional Release Centre will attend workplaces in the community.

Visits

Visits will be considered to be part of a formal program and will be available seven days a week with specific periods being set aside for family visits and for professional visits. The feasibility of evening visits will be examined. The importance accorded to visits reflects their acknowledged value in the rehabilitative endeavour.

Program staff will assist prisoners to gain the most from their visits, which may take place in relatively private family rooms in addition to the normal visits area.

Recreation

Recreation in the AMC is to be both formal, as a planned activity, integrated into the prisoner's Case Plan and informal, giving the prisoner the opportunity to make decisions and assume responsibility for the use of his or her time.

The emphasis on physical recreation is to be on aerobic activity, rather than anaerobic activity. Recreation will also include painting (particularly for Indigenous prisoners) and hobbies. Smoking will be allowed in nominated external recreational areas. All indoor facilities will be smoke-free.

Accommodation

A range of accommodation will be provided in the AMC. Of particular note is that 60% of the accommodation is cottage (self-catering units) accommodation and 75% of accommodation is single occupancy.

A key requirement is to ensure that accommodation design maximises the options available to Centre management to place prisoners according to risks, classification and needs.

Prisoner Management

In addition to the range of accommodation types provided in the AMC, there is also the following 'special' accommodation:

Management Unit

The Management Unit comprises both management cells (six) and detention cells (four).

Detention cells are used for the immediate securing of prisoners involved in incidents or those being investigated. Management cells are used to accommodate prisoners whose disruptive behaviour is not conducive to the good order of the prison and whose continued placement in the mainstream accommodation is no longer appropriate. In some cases, this is done for the prisoner's own safety. Management cells provide a place to address the prisoner's inappropriate behaviour away from other prisoners. An individual prisoner may be placed in a management cell for up to 28 days.

Crisis Support Unit

The Crisis Support Unit (CSU) has been provided in recognition that increasing numbers of prisoners (>50%) have behavioural disorders and/or have mental health problems. The CSU will provide a safe environment for prisoners undergoing acute episodes to be managed and stabilised out of the mainstream environment. Seven beds will be provided in the CSU.

Staffing Model

Aspects of staffing are included in the Workforce Plan, in particular issues related to staff training and the development and maintenance of an appropriate staff culture.

While there may be specialist Master Control positions, the preferred option is not to differentiate or stream custodial staff into discrete security or custodial support staff categories, but rather to require custodial staff undertake a broad range of duties, embracing both Security and Case Management functions.

To ensure consistency, staff may be placed in areas such as Control, Gate, Visits, Reception, Remand, Sentenced, Transitional Release for up to 2 years.

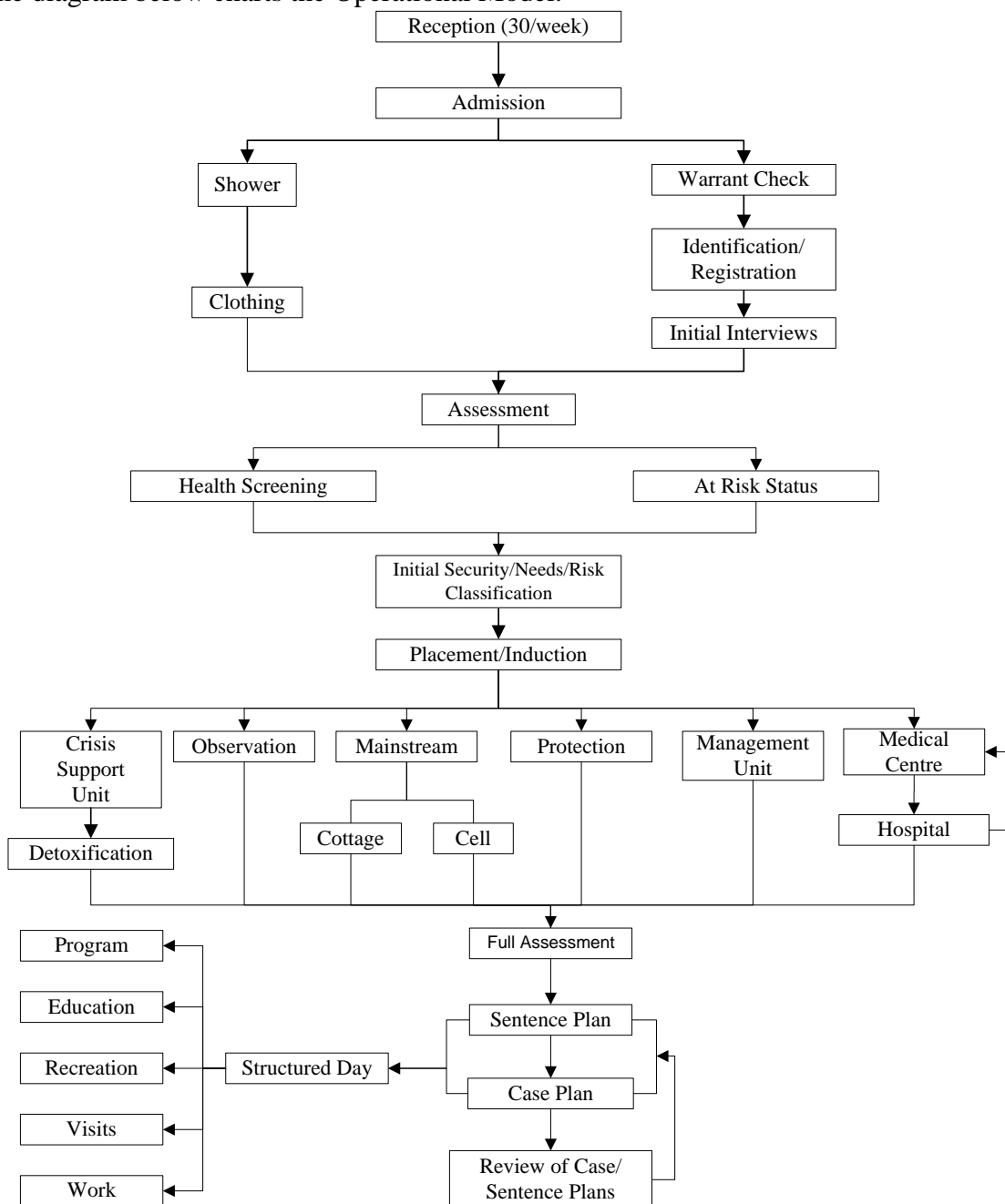
The staffing gender balance sought would be within the range of 60-75 males to 25-40 females.

Salient aspects of the staff day include:

- Restrictions on prisoner movement at lunch time to enable staff to have a full lunch break; and
- Staff training will be held monthly.

It is anticipated that the design (and construction, fixtures, fittings and finishes) will contribute to an efficient staff : prisoner ratio.

The diagram below charts the Operational Model:



Correctional Centre Environment

With the establishment of the AMC in the ACT an opportunity exists to implement and sustain a healthy, positive organisational culture within the Centre by ensuring staff are screened, recruited, trained and supported to meet the diverse demands required of them. Rehabilitative efforts have a greater chance of changing an prisoner's behaviour and improving opportunities following release, if custodial and other professional staff work together in delivering effective treatment programs and are responsive to the needs of prisoners. A healthy centre culture will lower the institutional "temperature", reduce prisoner stress, frustration, boredom, violence and minimise the risks of harm to prisoners and staff.

The Centre environment that will be established will reflect the integration of design solutions with operational policies. Particular attention will be paid to the needs of Indigenous and female prisoners, which must be met objectively and not simply by striving for parity with male, non-Indigenous prisoners. The latter approach would be inadequate to address the disparity in circumstances.

The AMC design will avoid that design harshness which encourages aggressive behaviour, but rather will seek a softer institutional presentation that will foster socially acceptable behaviour. It will avoid dowdy colours, dim lighting and the use of excessively harsh materials.

Prisoner accommodation will provide extensive vista to open areas to provide physical and psychological orientation.

Landscaping will be designed to contribute to a mood of calm and repose in a setting not usually associated with either.

A sacred space embracing Indigenous and non-Indigenous elements will be an important feature of the Centre setting.

Objective and Desired Outcomes

The objectives of the AMC include the achievement of correctional outcomes, as measured and published by the Productivity Commission in the *Report on Government Services*, which are better than the national average.

The operation of the AMC will satisfy the requirements for accreditation under the ISO 9000 and ISO 14000 family of international standards.

Desired policy outcomes the Government would be seeking in establishing a prison in the ACT include:

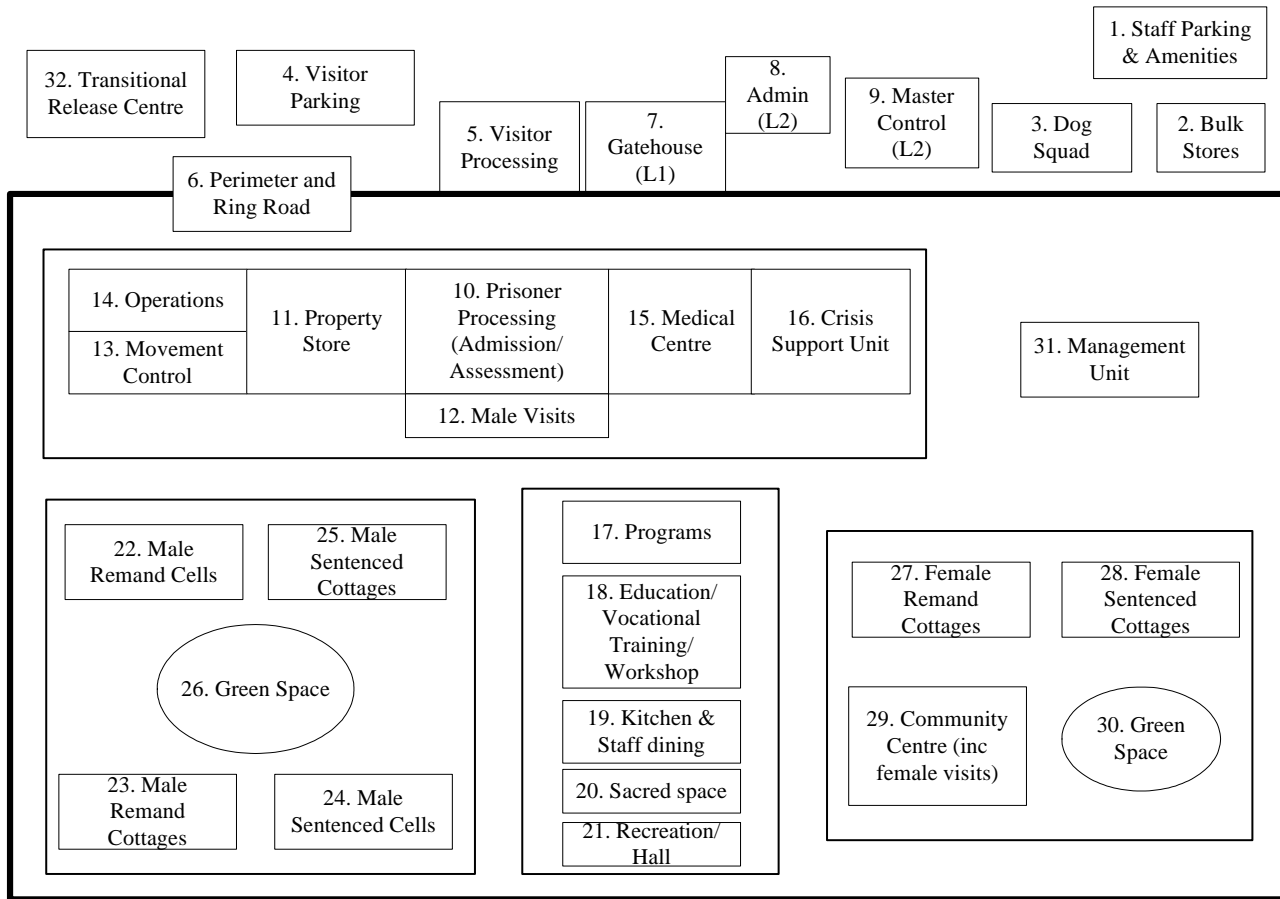
- the provision of secure, humane and safe accommodation for ACT remandees and sentenced prisoners;
- improved prospects for the rehabilitation of ACT sentenced prisoners through the provision of a wide range of criminogenic and life skills programs;
- improved transparency in prisoner management;
- improved knowledge of and access to prisoners and their management by the Sentence Administration Board;
- possibilities for reducing rates of recidivism;
- greater accessibility to, and interaction with, family and other supports to assist in prisoner rehabilitation and to maintain family unity;

- cost effective and value for money accommodation and management of ACT remandees and sentenced prisoners;
- improvements in the health and wellbeing of the ACT prisoner population through the application of an integrated health management services, directed at the general health needs of prisoners, programs targeted at reducing drug and alcohol addictions, improvements in mental health, minimising self-harm, promoting a healthy lifestyle, and addressing the particular health and well-being of special needs or minority groups;
- reductions in the risk of ACT prisoners contracting infectious diseases such as HIV and Hepatitis C, with education programs aimed at minimising the spread of such diseases to the community following release;
- reductions in exposure to the negatives of a large correctional system where prisoners are subject to isolation from their local community, housed often in aged and aesthetically unpleasant accommodation, subject to frequent transfers, and accommodated with a significantly larger population where violence, assault and power are the dominant culture;
- reductions in offending behaviour through the application of a broad range of therapeutic and behaviour management prison programs which offer choice, flexibility, are well-managed and co-ordinated, appropriately resourced, and evaluated to determine their effectiveness;
- greater and more focused involvement in prisoner health and well-being and rehabilitation through the application of effective Case Management and Throughcare strategies;
- improvements in prisoner educational attainments;
- greater involvement of the local and wider community and families in prisoner rehabilitation programs;
- Indigenous community involvement in the preparation of the facility architectural brief. This involvement will include input from Indigenous staff in the correctional system and local Indigenous community leaders. The facility will be designed with Indigenous issues addressed as outlined in the summary of *The Indigenous Cultures and the Design of Custodial Environments*, National Workshop findings from Alice Springs, 1998. Issues include accommodation and program design emphasising the relevant indigenous concepts of “family”, “household” and “kin groupings”;
- provision of vocational training, and employment opportunities that would aid rehabilitation, develop prisoners’ work ethic, reduce prison costs, generate income, benefit the community and provide improved training and work skills that are appropriate and transferable to the Canberra region;
- the establishment of a healthy, positive operational culture through the introduction of rigorous staff selection and training, clear competency standards, performance- based management and the imposition of sanctions for poor or non-performance;
- the recruitment and training of custodial, programs, industrial, education and training and health services staff who are qualified, focused, skilled, sensitive, communicative, and supported in balancing the demands placed on them in interacting with prisoners;
- effective Throughcare arrangements to ensure the smooth reintegration of prisoners back into the ACT community on release;
- improved community engagement in the management of its prisoners and support prison management and supporting agencies in a contentious area of public policy;
- establishment of a working partnership with NSW Corrective Services encompassing all operational areas of AMC. Operational areas include the exchange of intelligence and sharing knowledge and experience concerning training, technology and security;
- design, construction and operation of the prison which reflects sustainability objectives drawn from, but not be limited by, the ACT Government’s *No Waste by 2010* strategy,

the *Sustainable Transport Plan 2004; People, Place, Prosperity and Sustainability Policy for the ACT 2003; Think Water* and the *ACT Greenhouse Strategy*; and

- by repatriating ACT prisoners to a prison in the ACT, assist in the maintenance of family contact and reduce the risk factors of families with children coming into contact with the criminal justice system.

Conceptual Layout



The Use of ICT

As part of the government's commitment to establishing a "green fields" correctional facility, existent and emerging technologies will be required to support the operation of the AMC, to facilitate prisoner management and to meet community needs. The ACT has a unique opportunity to ensure appropriate technologies will be identified and incorporated in the design and operational model of the Centre and its underpinning legislative base. This pro-active approach will maximise the effective use of technology while ensuring ethical issues are given proper consideration.

Over the 40 year planned use of the AMC, it is anticipated that there will be increased competition for labour. The application of appropriate technologies in the AMC will not only mitigate the possible impact this situation might have on the operation of the Centre but will also aid the agency in exercising its duty of care responsibilities.

The use of technology must support the principles of the "Healthy Prison" concept. (see p.4)

Objectives

Maximising the use of a wide range of appropriate technologies will facilitate:

- the application and maintenance of the "Healthy Prison" concept (see p.4) in the AMC;
- a productive correctional environment and culture where the relationship between staff and prisoners is focussed on rehabilitation, case management and throughcare;
- the achievement of efficiencies in the staffing and operation of the AMC, and thereby more cost effective operation;
- enhanced security and management of the Centre by, for instance, utilising reliable electronic devices for the detection of contraband and integrated perimeter security and surveillance systems to detect, deter and delay potential escapes;
- improved accountability through the ability to accurately monitor, respond to and record incidents;
- the execution of duty of care and OH&S obligations in relation to the safety, security and care of prisoners and staff;
- the environmentally sustainable operation and management of the facility;
- a reduction of movements through the use of video conferencing; and
- the recognition of victims interests.

Legislative Framework

The legislative framework is consistent with the letter and spirit of the ACT *Human Rights Act 2004*.

The introduction of contraband such as knives, wire-cutters, drugs, razors, hacksaw blades, guns and mobile phones and their use within the AMC will pose a major threat to the security, safety and good order of the Centre. New technologies are currently being developed to aid correctional administrators in detecting contraband before and after it enters the prison.

The use of technology as it becomes commercially available will assist in making searches less intrusive and will ensure the privacy and dignity of all people being searched. For example,

equipment currently being used in airports offers the prospect of limiting the use of strip searches in the correctional setting. The use of technology for such purposes is consistent with the spirit of the *Human Rights Act 2004*.

The use of technology at the AMC in aiding the safety, security and good order of the prison will require a legislative framework that does not restrict its introduction and use within the AMC. Currently, legislation is being developed that will facilitate the application of new technologies within the AMC. The Gartner Group Report from 17 January 2000 titled 'The Technology Backlash Cycle' states that "*the true impact of a technology can lead to a social backlash, which in turn can lead to legislation. Often a cycle ensues where enterprises react to legislation that imposes onerous and unforeseen constraints on them. Early adopters [of technology] should also plan for variability in legislation*".

The development of a legislative framework that does not impose restrictions on the introduction of new technologies into the AMC will enable public comment and potential "backlash" before the final commissioning of the AMC. This framework will ensure the staff of the AMC will have access to all these emerging technologies in giving effect to their responsibilities and duty of care.

Issues

The use of emerging technologies will not be permitted to undermine positive human interaction between staff and prisoners, which is essential for successful Case Management, to the rehabilitation process and in modifying offending behaviour. Rather, enhanced interaction will be enabled by appropriate technologies. In this regard, technology will be used to remove from staff mundane surveillance activities and reduce staff exposure to searching and contraband requirements which offend human dignity, such as urine testing and strip searching.

Appropriate training will be provided to Custodial Officers to enable them to fully exploit the capabilities of new technologies.

It should also be noted that while "off the shelf" solutions may offer some cost savings, the ACT's unique needs must be taken into account in the design and implementation of technology solutions.

The rapidity of technological development will be carefully monitored. While the benefits of fully exploiting the capabilities of technology are clear care will be exercised to ensure that ethical considerations are not infringed in this process. For instance, while biometrics can improve security and identification, this technology may be perceived as a threat to privacy. For example, the "angel chip", which is a microchip containing vital and identifying information implanted underneath the skin of a prisoner clearly poses significant civil liberty issues. The development of Integrated Justice IT Systems over the life of the AMC will offer Registered Victims substantially increased ability to access information on the prisoner(s) of whom he or she is the Registered Victim. This may well cause some prisoner advocacy groups disquiet. Finally, integrated surveillance, monitoring and recording systems will give justice system agencies the ability to continually track individuals.

Consultation with staff on the adoption of new technologies is essential. This consultation will occur in the context of negotiations surrounding the Certified Agreement for custodial officers.

Possible Applications of Technology

The primary objective in relation to the safe and secure accommodation and management of offenders and sentenced prisoners is community safety. This also embraces the protection of all staff working in the AMC, the general public and the prisoners accommodated in the Centre. Broadly, technology may be used in the following general applications:

- Staff and Prisoner protection using Personal Safety Devices (PSDs);
- Prisoners restraint devices;
- Surveillance devices;
- Contraband detection (including drug testing of prisoners);
- Identification and verification of identity;
- ICT systems;
- Physical containment and movement control; and
- Building and facilities management systems.

Technology will also play a role in establishing and operating an environmentally sustainable correctional facility. For example, a requirement for all accommodation to be equipped with micro metering devices to monitor energy consumption to enable ACTCS to budget for energy costs is currently being costed.

Officer Protection and Restraint of Prisoners

Officer protection is enhanced with products such as helmets/visors, stab resistant body armour, pathogen resistant gloves and riot shields. A variety of tools may be used to restrain prisoners in differing situations, including metal handcuffs, non-metallic handcuffs and belt-handcuff combinations. There are additional instruments that may help officers to control prisoners who present a risk to the safety, security and good order of a facility. These include:

- a launchable net that will safely ensnare a person;
- high intensity Dragon light which renders the subject unable to see for a few seconds;
- Chemical agents used as an instrument of restraint; and
- The use of techniques employing electric shock, such as Tasars, is not contemplated in the AMC

A key aspect of safe correctional management, industrial relations and OH&S in the correctional setting is that the location of officers should be monitored to permit timely responses in the vent of emergencies. New technologies will enable an officer to transmit a call for help to a central location where his or her location can be pinpointed and assistance dispatched while digital video recording is commenced. This capability will be enhanced by the operational capacity of the Master Control for the AMC.

Surveillance devices

There is also a range of surveillance devices that allow officers to monitor and safeguard remote locations using systems such as microwave systems, visible and infrared light and “T wave” technology. Such devices permit officers to observe individuals who might not otherwise be visible due to obstructions or lack of light. Current technologies include closed circuit television security systems, a variety of night vision devices using infrared and other available light sources, thermal imaging and “through the wall” surveillance devices.

Contraband Detection

Contraband detection systems allow officers to detect potential threats to the safety and security of staff, visitors and prisoners and the good order of a facility. Systems will be capable of detecting a variety of contraband, including drugs, implements, communication equipment and concealed weapons. These systems could include portal-type metal detectors and metal detecting wands. Despite their limitations, these devices provide a valuable part of the security framework. X-ray backscatter systems, currently quite expensive, may become more financially attractive in the future.

Recent advances in technology related to non-invasive drug testing and searching of prisoners should also be implemented to ensure that the principles associated with a “Healthy Prison” are implemented.

Identification

Biometric identification technologies (see Gartner Group Report on Biometric Systems, <http://www.gartner.com/intl>) use a particular biological aspect of the human body to recognise or confirm a person’s identity. These systems enhance access control and identity verification for prisoners, staff, contractors and visitors. Technologies currently gaining marked share include facial and iris recognition technology, hand geometry scans and biometrically enhanced smart cards.

Physical Containment and Movement Control

The safe and secure containment of prisoners commences with cell security and design. This requires the minimisation of hanging points and the use of materials that are fire and vandal resistant. Movement control throughout the AMC would occur through smart card access and via alarmed security doors to reduce the requirement for escorts. Technological advances in the field of electronic monitoring could also be used to monitor the location of prisoners at all times, thereby eliminating the need for periodic musters. Biometric and/or Radio Frequency Identification (RFID) technology could also be used to control movement throughout the facility for both staff and prisoners.

Environmental Sustainability

In developing the design and operating model (see Part A/Section 7 - Functional/Operating Brief of the Design Brief) for the AMC, environmentally responsible goods and services will be sought. Energy efficiency and waste management principles will also be incorporated into the planning for the AMC. The aim will be to use technology to minimise the use of non-renewable resources and products from threatened environments or products likely to cause harm to the environment. Options for an AMC with no or minimal waste being sent off site will be explored. Handling all or most waste on-site will improve security, significantly reduce waste management costs and make the AMC more environmentally friendly.

Victims

Respect for victims will be reflected in the policies and practices of the agency and in the management of the AMC in particular. The application of appropriate technologies will enhance the recognition of the safety and security needs of victims within the broader goals of community safety. The *United Nations Declaration on Basic Principles of Justice for Victims of Crime and Abuse of Power* (6 August 2002) specifically provides that victims be provided with the following services:

- A voice within the criminal justice system, specifically the opportunity to provide input at relevant stages.
- Safety and protection, including safety from unauthorised disclosure of personal information and where possible adoption of measures to assist with protection from intimidation and retaliation from prisoners.

Currently, the *Rehabilitation of Offenders (Interim) Act 2001* provides victims with the opportunity to receive information regarding matters in which the victim's personal interests are affected. Under the Act, victims are also afforded an opportunity to make submissions to the Sentence Administration Board as part of its deliberations regarding the early release of a prisoner. This would be addressed primarily as an IT issue, in the development of a Victims Register. Electronic monitoring, combined with global positioning system (GPS) technology, could also be used to track a prisoner to ensure that the prisoner does not approach a victim or otherwise contravenes the conditions of his or her release.

A range of technologies used to protect officers in the event of an incident will be investigated in accordance with the letter and spirit of the *ACT Human Rights Act 2004*.

In due course, it is feasible that a registered victim may access a justice IT system to gain information on a prisoner for whom she or he is the registered victim.

Possible uses of technology in AMC are outlined in the table below:

Technology	Possible Use
Wireless	PDA's Tablets Database Access
GPS	Court Transport Unit Vehicle tracking Home Detention - Offender tracking Transitional Release - Offender tracking
Electronic/Biometric/Radio Frequency Identification	Visitor screening Staff screening Access control
CCTV cameras and monitor surveillance	Safe cells Access points Perimeter Gatehouse Yards Cell blocks Cottages
CCTV digital recording and playback equipment	Accountability Evidentiary purposes Archival
Video conferencing facilities	Possible educational uses Visits for offenders with families in distant areas, esp. indigenous Routine court appearances
Detection equipment	Contraband (drug/weapon) detection for visitors, prisoners and staff
Metal detection equipment (including portable equipment)	Access points For visitors, prisoners and staff

Personal safety devices	For officers and prisoners
Smart Key and lock and access systems	Access control / security
Perimeter fencing systems	Perimeter security Access control Deterrence, Detection, Delay
Perimeter detection systems (eg VMD, PIR, microwave sensors, strain sensitive cable, seismic, acoustic detection)	Perimeter security Access control Deterrence, Detection, Delay
Security lighting	For perimeter security
Radio communication systems	Maintaining communication Emergency response Officer safety Inmate safety
IT/systems integration/data sharing	See Information Technology below
Gates – powered (main entrance and sallipport)	Checkpoint security Access control
Visits – X-ray or T-Wave machines	Contraband (drug/weapon) detection
Vision systems – binoculars / night vision	Surveillance/Perimeter security

ICT

Technology And Ethics

Ethics is the study of what is proper and improper behavior, of moral duty and obligation.

Ethics is associated with morality, and both deal with matters of right and wrong.

The Public Health Service (PHS) Policy on Instruction in the Responsible Conduct of Research (RCR) December 1, 2000 (<http://research.uth.tmc.edu/RCR-TFreport-appendices.pdf>) states that

“The principle of respect for persons requires that individuals be treated as autonomous agents and that those with diminished capacity receive special protection. The principle of autonomy recognizes individuals’ rights to choose to participate in a research study, but the decision/consent must be informed and based on complete information and understanding. Requirements for the informed consent process are that the information be complete and comprehensible, and that the consent be voluntary with no coercion to participate. People who are vulnerable or have diminished autonomy require special protection, and the degree of protection depends on the levels of risks and benefits. Vulnerable individuals include children, prisoners, and people who are mentally disabled or severely ill.”

ACTCS will carefully assess ethical considerations prior to the introduction of a new technology at the AMC. Although ACTCS recognises that emerging technology should be used to assist staff to execute their duties in safety, new technology should not limit prisoner/staff interaction, which is widely regarded as assisting in the rehabilitation process of prisoners. ACTCS will consider ethical issues emerging from the use of biometrics with respect to Human Rights as well as Computer/Internet availability and its potential impact on victims, community safety and the individuals involved. The ACT *Human Rights Act 2004* will play a relevant role in decisions affecting the introduction of new technology which may have the potential to become more intrusive and pervasive in a correctional environment. ACTCS will thoroughly debate the issues and develop clear processes to identify new technologies from an ethical perspective.

IT Environment

The AMC requires an IT environment that supports ACT Corrective Services (ACTCS) business processes and objectives. Features of this environment may include:

- Layered network access to allow for secure network access from wireless devices. All security systems are considered as critical and will be isolated from all devices not directly relating to security systems operation.
- A networked computer system to provide users with access to standard and specialised business solutions.
- Specialised business systems covering:
 - Justice Offender Information Systems of Tasmania (JOIST)
 - Custodial Information Management (CIS)
 - Offender Information Management (OIS)
 - Victim Registration System (VRS)
 - Integrated Prisoner Account Management System (iPAM)
 - Quality Management System (QMS)
 - Staff Rostering System (WFC)
 - Internet/Intranet Content Management System (CMS)
 - Offender Telephone System
 - Training Management System (VetTrak)

All specialised business systems are managed by ACTCS.

- A telephone system that provides desk-to-desk dialling between the AMC and all Corrective Services units located throughout the ACT. The system will be managed by InTACT and services provided by Transact.
- AMC will require specialised security systems that operate independently. Generator charged Uninterruptible Power Supplies (UPS) will power all systems throughout the AMC, see Section 8 Engineering Services of the Functional Design Brief. Recovery systems will guard against software and hardware failure and provide the basis for a security system with full redundancy. A disaster recovery plan will be developed for the security system.

Business Processes

ACTCS has a number of business processes relating to the management of staff and prisoner security and safety. These processes are divided into the following categories:

- Accounting
- Administration
- Business Systems integration
- Case Management
- Data management/Statistics
- Disaster recovery and risk management
- Education
- Facilities management
- Intelligence management
- Logistics
- Movement control
- Staff protection
- Prisoner transport
- Prisoner protection
- Quality management
- Rehabilitation programs
- Rostering
- Security systems integration and management
- Sentence administration
- Training
- Visits management
- Web content management

As part of prisoner management, ACTCS places emphasis on business processes designed to reduce re-offending rates through education, rehabilitation programs and Throughcare.

A continuing process of identifying potential uses of technology is required to enable IT to contribute effectively to business solutions. A periodic process of research into new technologies and reviews of existing technologies will ensure that current technologies are still the best solution. Reviews will identify whether a current technology still meets the business

need, if advances have surpassed the current technology and whether the current technology still fits with the overall IT direction.

The operating systems capabilities will to some extent influence the technology that can be employed. This is particularly the case for wireless communication, voice and speech recognition. An upgrade of the common operating environment (COE) from 2000 to XP or Longhorn is a prerequisite for these technologies.

Data Sharing

ACTCS routinely records, analyses, and communicates information about prisoners. The information gathered is used by ACTCS to monitor the status and progress of those in custody and to help provide a safe and secure environment.

ACTCS respects the privacy of prisoners and considers the information collected during incarceration as secure. Occasionally, intimate and sensitive information is shared with other Justice-related agencies for Case Management purposes.

While philosophical theories have long acknowledged the relationship between privacy and information about persons, analysing and sharing as a means of protecting privacy, these efforts have primarily applied to intimate and sensitive information.

ACTCS data gathering practices uphold the moral obligation or duty to act in a way that is consonant with professional values. Data is used to help protect clients, subjects or respondents and to guide change effort toward acceptable and worthwhile goals.

Biometrics

Biometrics has the potential to work as a Privacy Enhancing Technology (PET) or a Privacy Intrusive Technology (PIT). The impact of the technology depends on the objective of its application and how it operates. Critical factors are whether privacy is built in from early design stages and the extent of choice, openness and accountability. ACTCS will examine the Privacy Act to provide the start of a framework for what happens next.

The expanding capabilities of products in the biometric market and some of the current or proposed applications will be explored. Biometric capabilities expand due to the expanding capabilities of information technology.

Potential biometric technologies that will be considered in the AMC are outlined in the table below:

Eyes - Iris Recognition	Visual Biometric - The use of the features found in the iris to identify an individual.
Eyes - Retina Recognition	Visual Biometric The use of patterns of veins in the back of the eye to accomplish recognition
Face – Facial Recognition	Visual Biometric - The analysis of facial features or patterns for the authentication or recognition of an individuals identity. Most face recognition systems either use eigenfaces or local feature analysis.
Finger - Fingerprint Recognition	Visual Biometric - The use of the ridges and valleys (minutiae) found on the surface tips of a human finger to identify an individual.
Hands - Hand Geometry Recognition	Visual/Spatial Biometric - The use of the geometric features of the hand, such as the lengths of fingers and the width of the hand to identify an individual.
Voice - Speaker Verification	Speaker Verification - Auditory Biometric. The use of the voice as a method of determining the identity of a speaker for access control.
Voice - Speaker Recognition	Auditory Biometric - The determination of identity of a speaker uses the characteristics of their voice.

ACTCS will identify and examine the potential impact on privacy of the collection and use of biometric information. These include:

- the extent of personal information collected and stored in the context of a biometric application;
- the extent of choice for people regarding the provision of biometric information; and
- potential for greater and possibly covert collection of sensitive personal information in the course of ordinary transactions.

Should ACTCS apply biometric applications, it will consider:

- bodily privacy in the collection of biometrics;
- openness and choice in the collection of biometrics;
- anonymity;
- potential for data linkage and function creep; and
- potential for biometric information to act as a universal unique identifier.

ICT Hardware

All ICT hardware will meet ACT Government Standards and all hardware directly or indirectly connected to the Whole of Government network will be tested and authorised by InTACT. InTACT may manage, maintain and support this hardware as per Service Licence Agreements applicable to the whole of Government. ICT hardware relating to the security system may be purchased from alternative suppliers. The management, maintenance and

support arrangement for these devices will be investigated by ACTCS. A key issue will be the competitiveness of InTACT services.

Network Services

WAN to AMC site:

Route was from existing fibre at the corner of Monaro Highway and Mugga Lane, south along the western side of Monaro Highway past Hume, and on to corner of Isabella Drive, thence westwards along the north side of Isabella Drive to connect with our existing Tuggeranong loop. Route distance was around 13.8 km.

Fibre was estimated as 144 core single-mode, inside 100mm nominal conduit (110 mm pipe for bored sections), with no sub-ducts. It was estimated that four access pits large enough for high-capacity off-takes, and numerous smaller pits for change of direction, cable-pulling, etc are required. An educated guess was made for the break up of trenching through shale and rock, and boring including some shale and rock. 144 core cable on this route provides an immense over-capacity, but should we wish, additional cable can be drawn through the existing conduit.

Security was assumed at our standard 'in-confidence' level, which implies all in-ground cable, with locked pits visible at surface. We have raised the possibility of a higher classification closer to sensitive facilities at some increased cost.

Sites on eastern side of Monaro Highway will require boring under Monaro Highway, a process I expect to be routine unless other construction happened to be simultaneously at or across the boring route. In all cases, we endeavour to locate cable well away from planned civil works (eg. sewer) to minimise chance of damage.

- The Government IT service provider (InTACT) is to manage the rollout of 1GHz fibre optic cables to AMC site (block 12 section 18 + block 6 section 24, Hume).
- Full redundancy will be provided.
- The fibre optic cable will provide the WAN and will carry all voice and data generated by those systems that are managed by InTACT.
- All voice communication equipment is to be digital. The default ACTGOV voice services provider is Transact

Primary LAN distribution:

ACTCS is to design the primary LAN distribution within the AMC, which is to be completed as part of the overall design phase. No continuous cable run will exceed 100 meters, with cable specifications as per the Whole of Government standards.

Secondary LAN distribution:

Security systems will operate on a secure LAN, independent of all WAN networked systems.

Uninterruptible power supplies will guard against power failure and local servers with Redundant Array of Inexpensive Disks (RAID) will guard against hardware failure. Additional measures will be put in place to minimise downtime and data loss.

Wireless Network design:

When designing wireless networks it is important to segment the wireless network from the wired network. By its very design wireless will always be less secure than the wired network. Having said this, it does not mean that a wireless network cannot be secured.

The original IEEE 802.11 standard which used the Wired Equivalent Protocol (WEP) to secure LAN was easily cracked. Using shareware software it is possible to crack WEP in 5 minutes. The replacement for WEP, is the IEEE standard 802.11i. This new standard is still being developed and includes the data confidentiality protocols Temporal Key Integrity Protocol (TKIP) and Counter Mode with Cipher Block Chaining Message Authentication Code protocol (CCMP), together with standard IEEE 802.1x, which describes the key distribution system. 802.1x offers an effective framework for authenticating and controlling user traffic to a protected network, as well as dynamically varying encryption keys. 802.1x ties to a protocol called the Extensible Authentication Protocol (EAP). A recommended EAP is the Tunneled Transport Layer Security (TTLS).

The AMC will ensure frequencies do not interfere with Defence (HMAS Harman) and aircraft associated with Canberra airport.

Identification of areas requiring wireless network access and the identification of security issues in relation to all devices (eg. Mobile Phones, PDA, Tablet) accessing the wireless network will be prepared. New layered access technology allows for secure network access from these devices.

PCs and peripherals:

All networked PCs and peripherals are to be supplied by InTACT. Non-InTACT computer hardware suppliers may be engaged for PCs and peripherals connected to the isolated security LAN and standalone PCs.

Communications

Video Conferencing:

A video link from the AMC to the Magistrates Court and Supreme Court will be established and a specific audio and video ready rooms will be provided.

Radio Frequency Identification (RFID):

RFID applications within the AMC will be investigated.

Global positioning system (GPS):

GPS is currently used to track offenders on home detention. The use of GPS for the tracking of Court Transport Unit vehicles will be investigated.

Closed Circuit Television (CCTV):

CCTV will provide video services for educational, recreational and announcement purposes. ACT CS will investigate the network requirements for CCTV, which is to be located throughout the AMC.

Telephone System:

A telephone system will provide prisoners the ability to contact nominated telephone numbers from specialised phones located throughout the AMC. Call charges are

automatically deducted from the prisoners account to a minimum balance of \$0. The AMC reserves the right to monitor telephone conversations subject to reasonable suspicion.

Business Systems

All software that forms part of the Common Operating Environment (COE) will be managed, maintained and supported by InTACT.

All business specific applications will be managed, maintained and supported by ACTCS.

Justice & Offender Information Systems of Tasmania (JOIST).

JOIST was designed to drive the business processes for the management of all prisoner-based activity across the agency.

The benefits to the agency include:

- Timely availability of reliable information for managing prisoners and for research, policy development, business management, planning and reporting.
- Integrated Case Management.
- User access to appropriate information with improved accuracy, currency and integrity.
- Systems and information to support initiatives to reduce recidivism through the efficient and effective use of information.

JOIST is a comprehensive, scalable agency-wide sequel server database application that is currently used by ACTCS and has been configured to suit the AMC. JOIST is currently used by the following ACTCS units:

1. Belconnen Remand Centre
2. Symonston Temporary Remand Centre
3. Probation and Parole
4. Community Service Orders
5. Sentence Administration Board
6. Periodic Detention Centre
7. Home Detention

JOIST will remain the key business critical application for the foreseeable future.

integrated Prisoner Account Management System (iPAM):

iPAM was developed and will be configured to integrate with JOIST. iPAM has proven to be an important addition to the JOIST system in the Tasmanian Department of Justice and Industrial Relations over a number of years and ACTCS will implement the system for the AMC. iPAM provides account management services for prisoners managed by the JOIST system.

Workforce Central (WFC):

The WFC Electronic Rostering System is expected to reduce the AMC operational costs by ensuring optimal staffing levels.

Training and Development System (VetTrak):

VetTrak is a Training and Development database systems used to ensure the quality of AMC staff.

Matrix Content Management System (Matrix CMS):

The open source system Matrix CMS is used to drive the AMC Internet and Intranet.

Additional software to be managed by ACTCS and/or its supplier includes:

- Perimeter security software
- Smart Locks and Keys software
- Surveillance and CCTV software
- Security software
- Systems integration software
- Building management software

Software- Technical Overview

Type	Client	Backend	Server	Section	Units	No of users	Live Date	Name
Client/Server	VB6	SQL Server 2000	CAL085	Custodial Operations	BRC, STRC, HDU, PDC, SAB	108	01/09/2004	JOIST - CIS
Client/Server	VB6	SQL Server 2000	CAL085	Community Corrections	P&P, SAB, CSO	60	01/01/2005	JOIST - OIS
Client/Server	VB6	SQL Server 2000	CAL085	Community Corrections	SAB	3	01/04/2005	JOIST – CIS/OIS/VRS
Client/Server or Server	Delphi	SQL Server 2000	CAL085	Training & Development	TDU	3	28/02/2005	VetTrak
Client/Server	VB6	SQL Server 2000	CAL085	Custodial Operations	BRC, STRC	108	01/01/2006	iPAM
Intranet Server	ASP, .NET	SQL Server 2003	Linux	All	All	208	01/06/2005	MySource(QMS)
Internet Server	ASP, .NET	SQL Server 2003	Linux	All, Public	All, Public	208	01/06/2005	MySource (CS, AMC)
Client/Server	J2EE	SQL Server 2000	CAL002	Custodial Operations	BRC, STRC	108	1/10/2005	WFC

Management and Ownership

It is the responsibility of the IT manager to deliver and effectively manage the IT systems employed by ACTCS. Ownership of application modules and business processes rests with the agency's units and services. The table below illustrates the management and ownership of ACTCS IT systems:

Business Systems

System	Ownership	Management	Administration	Status
JOIST	Executive Director	IT Unit	IT Unit manager	Current
JOIST – CIS module	Custodial Operations	IT Unit	CIS System Administrator x2	Current
JOIST – OIS module	Community Corrections	IT Unit	OIS System Administrator x2	Current
JOIST - VRS	Sentence Administration Board Manager	IT Unit	VRS System Administrator x1	Current
iPAM	Custodial Operations	IT Unit	Finance Manager	TBA
Roster System	Custodial Operations	IT Unit	Staff Clerk	TBA
Quality Management	Executive Director	Governance Unit	Governance Officer /	TBA

System			Webmaster	
Internet / Intranet sites	Executive Director	IT Unit	Webmaster	Current
Security Software	Executive Director	IT Unit / Supplier	IT Unit / Supplier	TBA

Network & Computer Hardware

System	Ownership	Management	Administration	Status
WAN	InTACT	InTACT	InTACT	Current rollout
Primary LAN	InTACT	InTACT	InTACT	Design
Security LAN	ACTCS	IT Unit	IT Unit	Design
PCs & Peripherals connected to WAN	InTACT	InTACT	InTACT / SLA	Post primary LAN design
PCs & Peripherals connected to isolated LAN	ACTCS	IT Unit	IT Unit Officer	TBA
Cameras	ACTCS			TBA
UPS	ACTCS	Supplier	NA	TBA
Servers connected to WAN	InTACT	InTACT	InTACT	In Place
Servers connected to isolated LAN	ACTCS	IT Unit	IT Unit	TBA
Mobile Phone Detectors	ACTCS	IT Unit	IT Unit	TBA
CCTV	ACTCS			TBA