



Office of the Chief Inspector  
**Full Announced Inspection**  
Brisbane Correctional Centre

October 2009





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## OVERVIEW & METHODOLOGY

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### THE HEALTHY PRISON TEST

The Healthy Prison Test is the cornerstone of the inspection process applied by the Office of the Chief Inspector (OCI). The concept of a healthy prison is one that was first set out by the World Health Organisation, and is now widely accepted as a definition of what ought to be provided in any custodial environment. It rests upon four key tests namely:

<b>Safety:</b>	Prisoners, even the most vulnerable, are held safely.
<b>Respect:</b>	Prisoners are treated with respect for their human dignity.
<b>Purposeful activity:</b>	Prisoners are able, and expected, to engage in activity that is likely to benefit them.
<b>Resettlement:</b>	Prisoners are prepared for release into the community, and helped to reduce the likelihood of re-offending.

A healthy prison therefore calls for a safe and predictable environment where prisoners are treated with respect as individuals; where prisoners are purposefully occupied and are expected to improve themselves; and where prisoners are able to strengthen links with their families and prepare themselves for release.

### OUTCOMES

Whether or not a correctional facility can be considered “healthy” largely depends on how well it achieves the following outcomes for prisoners:

1. Appropriate steps are taken to ensure that individual prisoners are protected from harm by themselves and others.
2. Prisoners are treated with respect for their dignity while being escorted to and from prison, in prison and while under escort in any location.
3. Prisoners are held in conditions that provide the basic necessities of life and health, including adequate air, light, water, exercise in the fresh air, food, bedding and clothing.
4. Prisoners are treated with respect by centre staff.
5. Good contact with family and friends is maintained.
6. Prisoners’ entitlements are accorded them in all circumstances without them facing difficulty.
7. Prisoners take part in activities that educate, develop skills and personal qualities and prepare them for life outside prison.
8. Health care is provided to the same standard as in the community, available in response to need, with a full range of preventative services, promoting continuity with external health services upon release.
9. Appropriate steps are taken to ensure that prisoners are reintegrated safely into the community and where possible into a situation less likely to lead to their further involvement in crime.

### INSPECTION METHODOLOGY

A series of inspection standards are used as the basis for assessing a centre’s performance against the Healthy Prison Test. The standards are grouped according to 8 broad functions of the centre’s operations, and the relevant outcome areas (numbered 1 to 9 above).

Area	Outcome(s)	Standards
1. Arrival in custody	1,2,3,4,5,6,7,8,9	1. Courts, Escorts and Transfers 2. First days in custody
2. Environment and relationships	1,2,3,4,6,7,8,9	3. Accommodation 4. Staff - prisoner relationships 5. Case / unit officers
3. Duty of care	1,2,3,4,5,6,7,8,9	6. Bullying and violence reduction 7. At risk management 8. Equality 9. Diversity 10. Non-Australian citizens and prisoners subject to deportation 11. Mothers and babies 12. Contact with the outside world 13. Request and complaint systems 14. Legislative entitlements 15. Substance-related needs
4. Health Services	3,4,6,8	16. Health Services
5. Activities	5,6,7,8,9	17. Learning, skills development and purposeful activity 18. Physical activities, arts, crafts and hobbies 19. Religious activity 20. Out of cell activity
6. Good order	1,3,4,5,6,7,8,9	21. Security, good order and rules 22. Discipline 23. Remuneration and employment
7. Services	1,3,6,7,8	24. Food 25. Prisoner purchases
8. Resettlement	1,5,6,7,8,9	26. Strategic resettlement 27. Prisoner management planning 28. Resettlement pathways

Each standard is broken down into key elements, and inspection findings are derived from one or more tests applied to those elements. These tests provide the basis for assessing the performance of the centre in relation to each standard, with one or more standards used to determine performance for the relevant area, and in turn, outcome(s).

## PERFORMANCE RATINGS

### Areas and Outcomes

To enable a valid and reliable assessment of the centre's performance against each area and outcome of the Healthy Prison Test, a rating system, as described below, is applied to the 8 areas and 9 outcomes.

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
3	Not performing sufficiently well against the inspection criteria. There is evidence that <u>outcomes</u> for prisoners are being adversely affected in many areas or particularly in those areas of greatest importance to the well being of prisoners. Problems / concerns, if left unattended, are likely to become issues of serious concern.
4	Performing poorly against the inspection criteria. There is evidence that <u>outcomes</u> for prisoners are seriously affected by current practice. There is a failure to ensure even adequate treatment of and / or conditions for prisoners. Immediate remedial action is required.

### WHOLE OF CENTRE PERFORMANCE

The results of each area and outcome assessed are then used to give a “whole of centre” rating, as described below, which assesses the overall performance of the centre against the Healthy Prison Test.

Rating	Description
1	The centre is performing strongly against the Healthy Prison Test. There is strong performance across all areas / outcomes. Weaknesses, if any, are considered minor.
2	The centre is performing well against the Healthy Prison Test. There is good performance across most areas / outcomes. There are some weaknesses but either they are not considered significant or if they are significant, they exist only in a small number of areas.
3	The centre is not performing sufficiently well against the Healthy Prison Test. There is below standard performance across several areas / outcomes and significant weaknesses exist across several key areas. If left unattended, they are likely to become issues of serious concern.
4	The centre is performing poorly against the Healthy Prison Test. There is poor performance across most areas / outcomes. There are many significant weaknesses. There is inadequate treatment of and / or conditions for prisoners. Immediate remedial action is required.

### RECOMMENDATIONS: RISK RATING AND IMPLEMENTATION

Each recommendation made is assigned a high, medium or low level of priority, as outlined below, depending on the level of risk that the particular issue poses for the facility and/or the agency, and how significantly it might adversely impact on outcomes for prisoners.

The implementation of high and medium priority recommendations is monitored by the OCI Inspector via its 12-monthly follow-up inspection process. Low priority recommendations are considered “housekeeping” issues and are suitable for actioning at the local level, with the centre’s General Manager responsible for this. Under normal circumstances, low priority recommendations will not be subject to formal monitoring by the Chief Inspector.

Priority	Description	Responsibility
High	Represents a major risk that if not resolved it will have a significant adverse impact on outcomes for prisoners. Where practicable, requires <u>immediate</u> remedial action.	Directorate/Centre. Chief Inspector to monitor implementation via the 12-monthly follow-up inspection process.
Medium	Represents a moderate risk that if not resolved it has the potential to have a significant adverse impact on outcomes for prisoners. Where practicable, requires remedial action in the <u>short to medium term</u> (i.e. within 3-6 months).	Directorate/Centre. Chief Inspector to monitor implementation via the 12-monthly follow-up inspection process.
Low	Represents a minor risk that if left unresolved it may have an adverse impact on outcomes for prisoners. Requires remedial action in the <u>longer term</u> (i.e. within 6-12 months)	Centre. General Manager to implement. Not subject to monitoring by the Chief Inspector.

## INSPECTION SUMMARY

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### CENTRE OVERVIEW

The Brisbane Correctional Centre (BCC) is a 540 bed secure male prison, located on Wacol Station Road, Wacol. The centre is the primary reception centre for newly sentenced prisoners in South East Queensland and received its first prisoners in June 2008 after a 2 year redevelopment. The centre caters for a diverse prisoner population of mainstream, protection and youthful (17 year old) prisoners, with most ethnic groups represented.

All prisoner accommodation in the centre is of 'secure' style and is made up of a mixture of newly constructed units (commissioned in 2008) and refurbished units that were originally constructed in 1989 and 1994. All cell accommodation is air-conditioned and suicide resistant. Separate units are available to accommodate prisoners with high dependency needs and those who are 17 years old. All prisoner accommodation is enclosed by a high security perimeter fence.

Additionally, the centre includes:

- a purpose built education and programs area and a further seven classrooms and three computer rooms either attached to or within the secure units;
- a spiritual centre and an indigenous spiritual centre;
- 3 hobby rooms;
- a Health Centre (with no prisoner accommodation);
- a Detention Unit with a ten cell capacity, comprising of eight separate confinement cells and two separation cells;
- a 20 bed high dependency accommodation unit;
- a multi-purpose gymnasium and oval;
- an external visits processing centre; and
- a large industrial laundry.

The centre also has a range of water and energy saving initiatives such as eight 22,000 litre rainwater tanks, water saving fixtures, timed shower controls and push button basin taps that automatically turn off.

### PRISONER PROFILE AND OTHER STATISTICS

During the 2008-09 financial year, the average daily state (ADS) for the centre was 411 prisoners. During the same period the centre had an ADS of 65 Indigenous prisoners (12% of the prison population). The centre accommodated an ADS of 48 protection prisoners and 20 youthful offenders.

During the 2008-09 financial year, the centre processed an average of 939 prisoner movements per month.



At the time of the on-site Inspection, there were 182 prisoners classified as high, 28 classified as low and 133 unclassified prisoners.

## **SUMMARY OF INSPECTION FINDINGS**

As is detailed below, BCC received a Whole of Centre performance rating of 1, meaning that it was found to be performing strongly against the Healthy Prison Test.

The centre was assessed as performing well against the inspection criteria of Arrival in the Centre. The reception store operations in relation to transfers, court movements and escorts were observed by Inspectors to be professional and efficient. The language used by staff in speaking to or about prisoners was respectful and appropriate. Inspectors observed the comprehensive briefing of, and provision of documentation to, escort staff that included the identification of each prisoner's individual needs.

In relation to induction, Inspectors found there was over reliance on oral delivery of system, centre and unit process, including obligations, rights, entitlements and opportunities. Inspectors considered that many prisoners would be overwhelmed with the volume of verbal information provided, all within hours of arriving at the centre. However, during the on-site Inspection phase and following feedback from Inspectors, it was noted that the centre commenced a review of the induction program delivered to prisoners.

Inspectors observed special needs prisoners, including at risk, mental health, disabled and elderly prisoners, being processed through the reception store. The staff and supervisors managed these prisoners in a sensitive manner prioritising them for processing to minimise waiting time and as a risk mitigation strategy. At risk assessment processes of prisoners on reception were found to be appropriate.

In relation to Environment and Relationships, the centre was rated as performing well against the inspection criteria.

Inspectors found that the physical infrastructure was of a high standard. Having been refurbished in mid 2008, the centre is of a contemporary design, offering single cell accommodation for all prisoners. All cells are of a suicide resistant construction. The accommodation areas provide a reasonable amount of space for each prisoner, with adequate ventilation and appropriate temperature (air-conditioned) and natural light.

Cells contain a built in desk and seat, shelving and pin board. Each cell is equipped with a toilet and shower and drinking water is available at all times.

All prisoners have access to a yard for exercise in the open air in addition to oval and gym sessions.

Inspectors observed maintenance and repair in the centre to be of a high standard. Equipment is maintained in good order. It was apparent to the Inspectors that cleanliness of the units and cells is a priority to the management of the centre. Inspectors observed that an inspection regime involving the management team, including the General Manager and Assistant General Manager, was in place.

At-risk prisoners on observation regimes are housed in the High Dependency Unit. The cells in this unit are of a suicide resistant design, are monitored by CCTV and have a dedicated roster of staff.

Youthful prisoners are accommodated separately. They share the same staff group as those prisoners accommodated in the High Dependency Unit (HDU). Inspectors observed that the youthful prisoners were actively engaged throughout the day and generally catered for well. The youthful prisoners were also supported by a full-time youth worker.

Prisoners spoken to by the Inspectors reported that they felt safe in the centre and indicated that it was a 'good' centre in this regard. The units have adequate surveillance capacity and the design allows for good sightlines. Prisoners were observed to be effectively supervised by staff, with officers frequently present in the units.

Inspectors observed that staff are aware of their responsibilities in regard to prisoner welfare and management and were observed to interact with prisoners in an appropriate, professional and respectful manner.

The centre was assessed as performing well against the Duty of Care standards. The centre has a well established anti-bullying strategy. Posters and other visual material can be seen across the centre. It was obvious from discussion with staff and prisoners that a culture of non-bullying is well established in the centre and practiced widely.

The centre demonstrated that it has in place all components of the Agency's at-risk management procedure. Staff displayed a sound knowledge and awareness of self harm identification and management procedures. As stated above, the centre has a high dependency unit that manages prisoners at risk.

Inspectors observed that staff treated prisoners fairly and reasonably. Inspectors found no evidence of inappropriate treatment of prisoners or victimisation on the basis of race or religion. Cultural Liaison Officers (CLO's) reported similarly and maintained a regular presence in the units.

Prisoners are permitted up to two hours of visits per week from Monday to Sunday (inclusive). There are separate visit sessions for mainstream, protection and youthful prisoners. The visitors' centre is well equipped and staff employed there were observed to operate in a helpful, professional manner and to treat visitors with respect. Enquiries of visitors and prisoners indicated that visitors are well treated.

The centre has an Arunta phone system in operation. Adequate phones are available for prisoner use during out of cell hours. Other than financial circumstances, there is no limit on the number of calls a prisoner may make.

It was observed that there is no restriction on the number of letters a prisoner may send or receive. Mail appeared to be processed and provided to prisoners in a timely manner and Inspectors found the process to be in compliance with legislation and Agency procedures.

The QCS Complaints Management System is in place and utilised by the centre. The system is well advertised by way of posters throughout the centre and the General Managers Support Officer maintains the database for the centre. The centre has posters promoting the Official Visitor Scheme and the Ombudsman widely displayed. The Official Visitor State Coordinator reported no difficulty with prisoner access to the Official Visitors. At the time of inspection, blue envelopes were not freely available but were provided on request from staff.

Staff that were questioned demonstrated an awareness of the legislative entitlements of prisoners and appeared to meet their obligations. Inspectors were satisfied that prisoners are provided with particulars of their sentence and eligibility dates. Also prisoners returned from parole are informed of the details of their breach/suspension and the results of any subsequent considerations/orders of the parole board.

The centre was also assessed as performing reasonably well against the Activities inspection criteria.

In the context of a reception facility, Inspectors found that the centre provided appropriate assessment and delivery in the area of learning, skills development and centre based prisoner employment.

Inspectors were satisfied that all prisoners have the opportunity to attend at least two gym/oval sessions per week. Inspectors found no evidence that the centre substituted exercise yard activity for gym/oval access. The facility provides a wide range of activities, however gym/oval attendance by prisoners appeared low. During the Inspection the centre undertook a review of the scheduling, content and delivery style of physical activities. This resulted in the implementation of a number of changes to increase prisoner participation.

BCC has a purpose built spiritual centre and a fully equipped office for Chaplains. At least one Chaplain is in attendance daily. Chaplains have access to all areas of the facility and available to all prisoners, however chaplains require staff presence within accommodation areas to facilitate access. Weekly worship is provided in two sessions, one each for secure and residential prisoners. All prisoners have access to weekly worship.

Inspectors viewed log books and attended unlock and lock-away activities at the centre. It was ascertained that prisoners are provided with approximately eleven hours out of cell time each day.

In relation to the Good Order standards, the centre was assessed as performing well.

An Inspector reviewed a sample of recorded breach hearings and noted that the breach procedure was conducted in a professional and fair manner. Prisoners were afforded the opportunity to make presentations on their own behalf, were invited to call witnesses if required and the Supervisor hearing the breaches ensured that the prisoners understood each stage of the process. The opportunity to appeal the outcome was provided. A review of recent breach hearings showed a variety of outcomes and it was considered that the punishments imposed were appropriate.

Inspectors found that the use of Safety Orders was both appropriate and in accordance with procedure. Prisoners segregated in the detention unit are subject to Safety Orders or breach documentation. During the inspection there were no prisoners housed in the detention unit without valid reason.

The centre was rated as performing well against the Services inspection criteria.

Inspectors observed that the kitchens were clean, well equipped and well managed. Inspectors were satisfied that food is prepared and the area managed in accordance with the Agency approved Food Safety Program. Meals are served at times that are as close to normal as the operational environment will allow. Food

provided is as prescribed in a four week menu that is approved by a dietician. Fresh fruit is provided daily. The menu allows for a continental breakfast and two substantial meals each day.

The food was complemented by the prisoner population for its quality, variety and portion size. Special diets were well catered.

Inspectors considered that there was generally a sufficiently wide range of products on offer for prisoners to buy. The weekly buy-up list consists of a similar range of items as are available in other centres.

Finally, the centre was rated as performing reasonably well against the Resettlement standards.

All relevant prisoners were found to have security classifications and escape risk assessments completed on IOMS. Document analysis indicated that prisoner classification decisions appear to be appropriate. While the decisions appear appropriate and Security Classification and Placement Assessments (SPAs) contain some significant pertinent information, recommendations and decisions did not tend to identify the relevant factors, lacked analysis and did not provide sufficient rationale to support the decision. Inspectors found that prisoners were not being provided with a copy of the SPA, contrary to Agency direction.

Escape Risk Assessments (ERAs) and Placement Needs Assessments (PNAs) were reviewed in conjunction with this standard. While some relevant factors were reported, as with the SPA, recommendations and decisions appeared to be a generic cut and paste format, lacked evidence of analysis and did not provide sufficient rationale to support the decisions.

Inspectors were satisfied that prisoners were individually assessed in relation to placement. There was evidence that centre staff, when determining placement, take into account matters of family support, medical issues, active parole applications and vital criminogenic or educational/vocational program completions.

As a reception centre, BCC focuses on developing Prisoner Management Plan (OMPs). Document analysis indicates that the overall standard of OMPs is at a higher level of quality compared with other centres. OMPs contain appropriate criminogenic interventions as determined through the assessment process. There is evidence of planning needs and reintegration issues being identified for prisoners. Education reports are thorough and include both prisoner considerations and recommendations based on the education officer's assessment of skill/needs. However, it was noted that there was still some room for improvement in some areas.

Prisoner Management Plan Reviews (OMPRs) are currently being reviewed annually for the limited number of essential workers accommodated at the centre. Any prisoners that are assessed as having any long-term needs in relation to reintegration/resettlement are transferred to other placement centres to have those needs addressed.

Inspectors found that the centre does not have a dedicated Transitions Coordinator, rather they have tasked a member of the assessment team to undertake an additional role of transitional support officer. The Transitions Program is not offered, however, prisoners close to release are assisted in their resettlement in the areas of housing, SPER debt and obtaining identification,

however, this assistance is provided only upon prisoner request. The centre has linkages with external agencies - Advance2Work, Centrelink and Dept of Housing.

BCC does not undertake a parole assessment process. Prisoners in this category are transferred to placement centres.

## PERFORMANCE RATINGS

### Overall centre rating:

RATING	DESCRIPTION
1	The centre is performing strongly against the Healthy Prison Test. There is strong performance across all areas / outcomes. Weaknesses, if any, are considered minor.

### By area:

AREA	RATING	DESCRIPTION
1. Arrival in custody	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
2. Environment and relationships	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
3. Duty of care	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
4. Health Services	N/A	
5. Activities	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
6. Good order	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
7. Services	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
8. Resettlement	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

**By outcome:**

OUTCOME	RATING	DESCRIPTION
1. Steps are taken to ensure that individual prisoners are protected from harm by themselves and others	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
2. Prisoners are treated with respect for their dignity while being escorted to and from prison, in prison and while under escort in any location	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
3. Prisoners are held in conditions that provide the basic necessities of life and health, including adequate air, light, water, exercise in the fresh air, food, bedding and clothing	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
4. Prisoners are treated with respect by centre staff	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
5. Good contact with family and friends is maintained	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
6. Prisoners' entitlements are accorded them in all circumstances without their facing difficulty	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
7. Prisoners take part in activities that educate, develop skills and personal qualities and prepare them for life outside prison	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns
8. Health Care	N/A	
9. Appropriate steps are taken to ensure that prisoners are reintegrated safely into the community and where possible into a situation less likely to lead to their further involvement in crime	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns

## CHAPTER 1

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### ARRIVAL IN CUSTODY

#### Standard 1 - Courts, Escorts and Transfer

Prisoners travel in safe decent conditions to and from court and between correctional Centres. During movement prisoners' individual needs are recognised and given proper attention.

- 1.1 The transport and escort of prisoners to and from Brisbane Correctional Centre (BCC) is not the responsibility of the centre but is undertaken by the Queensland Corrective Service's Escort and Security Branch.
- 1.2 The reception store was observed to be a very busy operation during the inspection period. The cell capacity of the area required on occasion that a vehicle of prisoners would not be unloaded or loaded immediately. However despite this the waiting time in vehicles was assessed by inspectors as minimal (less than 20 minutes) with no apparent adverse impact on the prisoners.
- 1.3 Observations by inspectors indicate, that in general, prisoners are advised of their transfer on the day of transfer. It was also reported to inspectors that prisoners were similarly not advised of the identity of the placement centre they were being transferred to. Offender Management staff advise that they were unable to identify the prisoner's placement centre or transfer date until advised by Custodial Operations, often on the afternoon prior to transfer. Further they did not have the resources to advise the prisoners at this point. They also raised concerns regarding potential at risk issues should a prisoner be advised on their new placement just prior to lock-away. Inspectors accept that from an at risk perspective that it may not be best practice to advise prisoners of their transfer and placement centre just prior to lock-away on the afternoon prior to transfer. However, it appears that placement centre vacancies can be identified some days in advance. If this was to occur, it should provide BCC with the ability to give earlier advice to prisoners regarding their day of transfer and probable centre of transfer (if they are provided with more notice).

#### Recommendation 1 (Medium):

The Agency review its process in relation to the identification of placement centre vacancies with a view to having this information available to BCC in a more timely manner.

- 1.4 Inspectors observed prisoners being provided with meals prior to transfer to court. Enquiries from prisoners confirmed that this was normal practice. Inspectors also observed prisoners being received from QPS watch houses being provided with meals and fruit drinks.
- 1.5 Inspectors also observed prisoners being provided with personal civilian clothing prior to transfer to court and being provided with civilian clothing from the

centres clothing stock when they had inadequate clothing for court appearances.

- 1.6 Sentenced and remand prisoners being transferred are accompanied by their property when being transferred. This is checked by the prisoner and staff on the day of transfer. Private cash is transferred electronically on the day of transfer. Prisoners attending court are not provided with personal property or private cash.
- 1.7 Inspectors checked a number of E&SB vehicles collecting or dropping off prisoners. Inspectors found them to be safe, secure, clean and as comfortable as the design for purpose permitted. The vehicles had a pre operation check list that included checks of air conditioning and intercoms.
- 1.8 Inspectors observed the application of prisoner restraints by QCS staff and found the practices to comply with the Agency Restraint Matrix.
- 1.9 Inspectors observed E&SB staff being briefed regarding prisoners with medical conditions and at risk concerns. Arrangements were made to provide medication, whilst in transit.
- 1.10 Inspectors observed the loading of prisoners for a long haul transfer. Inspectors were advised by E&SB a comfort stop was scheduled [REDACTED] [REDACTED]. The destination would be reached prior to another comfort stop being required. The vehicle carried food and the required medication to be provided to prisoners during the comfort stop. Inspectors observed a diabetic prisoner being provided with fruit for the journey and E&SB staff being briefed on his medication requirements.
- 1.11 Inspectors' observations of staff interaction with prisoners and in their general discussion regarding prisoners found that it was respectful.
- 1.12 Inspectors observed that 17 year old prisoners were identified and segregated from the general prison population whilst in the reception store and whilst in E&SB vehicles.
- 1.13 Prisoners arriving outside of normal operational hours are provided with food, toiletries and are assessed by medical staff prior to placement in an accommodation unit.
- 1.14 The centre has a video link that is used to provide for court appearances, legal aid support and video visits. Inspectors reviewed daily lists of prisoners utilising the system and viewed it in operation.



## Standard 2 - First Days in Custody

Prisoners feel safe on their reception into prison and for the first few days. Their individual needs, both during and after custody, are identified and plans developed to provide help. During a prisoner's induction into the prison he/she is made aware of prison routines, how to access available services and how to cope with imprisonment.

### Reception:

- 2.1 Inspectors observed staff working in the reception store. They were assessed as professional in their interaction with prisoners, demonstrating a respectful, helpful and caring approach
- 2.2 Inspectors found the reception store to be clean and in good repair. All holding cells are equipped with toilets and drinking water.
- 2.3 Inspectors observed special needs prisoners, including at risk, mental health, disabled and elderly prisoners, being processed through the reception store. The staff and supervisors managed these prisoners in a sensitive manner prioritising them for processing to minimise waiting time and as a risk mitigation strategy.
- 2.4 Inspectors observed all new receptions being offered a reception buy up that allows them to choose from a range of items including tobacco, papers, coffee, writing paper and a pre paid envelope. Prisoners are advised of the cost and that this will be taken from their trust account when they have sufficient funds.

### Immediate Risk Needs Assessment

- 2.5 Inspectors reviewed IRNAs in IOMS and observed reception interviews. This indicated that the centre completes risk assessments in a timely manner. The interviews and recorded information were comprehensive in identifying vulnerable and at risk prisoners. The centre has a specific unit that provides for the accommodation of prisoners with special needs and a range of acceptable strategies are applied to ensure the effective management of this type of prisoner.
- 2.6 Observation of practices and review of IOMS by inspectors found that medical and risk needs assessments are entered into IOMS as the assessment is carried out.
- 2.7 Prisoners identified on initial reception as being at risk of self harm or suicide, are placed on an observation regime that may include segregation from the main prisoner population. Prisoners identified as vulnerable are placed in the first timers or special needs unit and unit staff are advised. These prisoners are further assessed and may remain in either of these units for an extended period. Prisoners identified as withdrawing from alcohol or

drugs are placed on a medical regime by health services staff and listed for the V.M.O.

### Protection

- 2.8 Inspectors observed that prisoners, during the reception process, were provided with the opportunity to discuss confidentially any issues or concerns they may have. This included the issue of the need for protection. Inspectors found that the assessment carried out in relation to protection needs was thorough, confidential, and sensitive whilst it also rigorously considered alternative solutions to protection.
- 2.9 Analysis of the data relating to protection numbers indicates that BCC have succeeded in reducing the number of protection prisoners significantly. The centre had assigned two units to accommodate protection prisoners, but have not yet filled one unit in the last 12 months.
- 2.10 While acknowledging the proactive centre approach in the reduction of protection numbers, document analysis indicated some quality issues with the assessments. No recommendation or decision included a summary or a rationale for the recommendation or decision (see recommendation 12).
- 2.11 Inspectors were of the opinion that the protection assessment process was a practice that the agency should consider adapting at other reception facilities.

### Induction

- 2.12 Inspectors observed the initial induction information provided by accommodation staff to reception prisoners. This included, but was not limited to, information on visits, mail, and telephone operation including reception calls, chaplains, official visitors and the structured day routine. A check sheet was in operation and both the prisoner and staff member facilitating the induction are required to acknowledge the induction was provided by signing this sheet.
- 2.13 Inspectors observed a prisoner receiving a system, centre and unit induction during the inspection. The prisoner was individually (not group) inducted within the induction unit by a CCO verbally running through a checklist of topics in about a 10 minute period. There was significant oral delivery of system, centre and unit process, including obligations, rights, entitlements and opportunities. However, there was no encouragement to be active and make the most of their time. Inspectors consider that many prisoners would be overwhelmed with the volume of verbal information provided at reception, at initial assessments and interviews and subsequently in the unit induction, all within hours of arriving at the centre.
- 2.14 Education staff induct all new prisoners on day two, including undertaking the literacy/numeracy assessment, and encourage them to access education and employment opportunities. Psychological services staff also provide an additional information session on day two. This related to stress management and how to remain safe in prison. [REDACTED]

officer. Inspectors are aware that following the Inspection, the Centre has undertaken considerable work on the Induction Program.

**Recommendation 2 (Medium):**

The centre implements the improvements to the induction program that have been commenced, including the use of: an improved Induction Handbook; and a range of presentation methods which ensure prisoners are provided user friendly reference material.

- 2.15 Inspectors were advised by staff and prisoners, and observed prisoners being provided to an officer initiated reception call. Prisoners received after hours are given this entitlement the following morning.

**PERFORMANCE RATING FOR THIS AREA**

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.

## CHAPTER 2

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### ENVIRONMENT AND RELATIONSHIPS

#### Standard 3 - Accommodation

Prisoners live in a safe, clean and decent environment within which they are encouraged to take personal responsibility for themselves and their possessions.

#### Accommodation - General:

- 3.1 BCC is a high security facility providing accommodation for 540 prisoners. It was re-commissioned in 2008.
- 3.2 Each cell is equipped with toilet and shower and drinking water is available at all times. Cell toilets are not screened as it is not included in the standard cell design used throughout the state. Showers provide an acceptable level of privacy and prisoners have the ability to shower daily.
- 3.3 Prisoners are restricted to seven flushes of the toilet per day. It was reported that this causes some difficulty as not all waste matter is removed with a single flush and further flushes would affect the prisoners allocation. Prisoners are allowed one 3 minute shower or one 6 minute shower if they are an essential worker.

#### Recommendation 3 (Low):

The centre, in consultation with the Agency, review the current restrictions on toilet flushes and shower allocation in light of changes to current municipal water restrictions and the potential hygiene concerns.

- 3.4 All prisoner cells are air-conditioned.
- 3.5 Prisoner accommodation is clean and provides a reasonable amount of space for each prisoner, with room for personal belongings, ventilation, reasonable temperature and natural light. Cells are fit for purpose and are of a standard modern design and contain a built in desk and seat, shelving and pin board.
- 3.6 All prisoners have access to exercise yards in the open air in addition to oval and gym sessions.
- 3.7 Prisoners indicated that intercoms were promptly answered. Inspectors randomly tested intercoms and found them to be operational and appropriately responded to.
- 3.8 Prisoners do not have cell keys but are provided with regular cell access.
- 3.9 Noise levels in accommodation units were acceptable.

Cleanliness/Maintenance:

- 3.10 Inspectors observed maintenance and repair in the centre to be of a high standard.
- 3.11 It was apparent to the Inspectors that cleanliness of the units and cells is a priority. Inspectors observed that an inspection regime involving the management team, including the General Manager and Assistant General Manager, was in place. The communal areas in the units were clean.
- 3.12 Mattresses were observed to be clean and in good repair. Prisoners have access to weekly purchases for toiletries.

Special Needs Accommodation:

- 3.13 At-risk prisoners are accommodated in S3. The accommodation appears suitable and the provision of two exercise yards allows for greater flexibility for the staff to manage the prisoner mix and greater opportunity for out of cell time.
- 3.14 Youthful prisoners are accommodated in S2. The infrastructure of the unit can be changed to meet the operational needs of the centre or conduct group work. The unit has secure door that can be lowered to change the configuration of the unit.
- 3.15 A program of prisoner carers is not in place at the centre, however, the Inspectors made observations that prisoners were encouraged to be sensitive to needs of prisoners with disabilities. In discussion with staff they appeared to be sensitive and proactive to the needs of prisoners with a disability. Prisoners confirmed that staff manage such prisoners well.
- 3.16 The centre appears cognisant of the physical needs of disabled and aged prisoners with adjustments of living arrangements made where possible. However some parts of the centre are difficult for prisoners with a disability to access.
- 3.17 Comprehensive contingency plans exist. However, there was no formalised process to deal with the management of prisoners with disabilities in the event of an emergency.

Recommendation 4 (Medium):

The centre develops a contingency plan to address the evacuation of disabled prisoners in the event of an emergency.

Clothing and Bedding:

- 3.18 Prisoners are provided appropriate standard issue clothing that was observed to be in good condition. Inspectors questioned prisoners regarding clothing provision and they made no complaint.
- 3.19 The units have a nominated laundryman in each unit who is responsible for laundering clothing. Bedding is forwarded to the industrial laundry for a weekly exchange.

Safety and Supervision:

- 3.20 The units have adequate surveillance capacity. [REDACTED]  
[REDACTED] Prisoners were observed to be effectively supervised by staff and staff were observed to be frequently in the units.
- 3.21 Prisoners spoken to by the Inspectors reported that they felt safe in the centre and indicated that it was a 'good' centre in this regard.

Prisoner Property:

- 3.22 Property is held in secure areas, however, only employed prisoners are issued with their personal property upon request. All prisoners are provided opportunity, on request, to check their property held in the reception store.
- 3.23 The complaints database indicates that the majority of the complaints refer to lost property. Inspectors were advised that, on investigation, the majority of items are located. From a review of a sample of compensation for confirmed lost items it is apparent that appropriate market value for the item is paid.
- 3.24 As of 3 August, a process commenced whereby clothes held in the reception store can be laundered. There is a catch up plan developed to target the clothing of essential workers and youthful prisoners. Following this clothing will be laundered on an as needs basis.
- 3.25 Clothes will be laundered prior to court if requested including sending suits out to be dry cleaned.
- 3.26 An authorised cell property list is readily available, detailing generic items and those items approved for employed prisoners.

## Standard 4 - Staff-Prisoner Relationships

Prisoners are treated respectfully by all staff, throughout the duration of their custodial sentence, and are encouraged to take responsibility for their own actions and decisions. Healthy prisons should demonstrate a well-ordered environment in which the requirements of security, control and justice are balanced and in which all members of the prison community are safe and treated with fairness.

- 4.1 Inspectors observed that staff are aware of their responsibilities in regard to prisoner welfare and management. Staff were observed to interact with prisoners in an appropriate, professional and respectful manner. Managers were noted to encourage staff to make themselves available in the units rather than remain in the officers' stations.
- 4.2 Prisoners reported that officers were clear on the standards required of them and were fairly treated. Prisoners appeared to understand that they are responsible for their own actions and will accept being challenged when appropriate. Staff were observed to challenge prisoners in relation to minor misdemeanours, providing advice to assist them to correct their behaviour. No reports of negative interactions were proffered by prisoners in any area of the centre.
- 4.3 Standard 4.5 states that "*prisoners are encouraged by staff to engage in all activities and routines, promoting punctuality, attendance and responsible behaviour*". Prisoners reported officers do not generally offer such encouragement.
- 4.4 Inspectors observed very little inappropriate prisoner conduct. Prisoners reported that staff are fair in dealings with prisoners. Case notes included reports of both positive and negative behaviours, with written record of verbal counselling or warnings regarding negative behaviour.

## Standard 5 - Case/Unit Officers

Prisoners' relationships with their case/unit officers are based on mutual respect, high expectations and support

- 5.1 Document analysis indicated that case notes are generally completed weekly or fortnightly for each prisoner. There is evidence of multidisciplinary staff input. There was evidence of regular custodial audits but this focused primarily on frequency of case noting, although there was some evidence of monitoring of quality. Summary reports were not generally evident and one periodic report was provided to support each of several OMPRs undertaken (whereas summary reports should have been utilised). In the periodic reports reviewed, staff omitted to complete one of the pages, resulting in limited information being provided.

### Recommendation 5 (Medium):

The centre ensures periodic and summary reports are completed as required and that staff ensure they complete the entire document without omission.

- 5.2 Despite the rotational rostering system, BCC has managed to configure staffing in such a way that officers have some consistency of placement within discreet areas and therefore have an opportunity to interact with prisoners within their unit on a longer term basis. Prisoners were unable to name their case officer with the exception of some essential workers.
- 5.3 Case officers have limited knowledge of prisoner needs and circumstances due to the short turnaround of many prisoners at the centre but do make an effort to interact and be available for assistance. Staff reported they read the IOMs file of those prisoners allocated to them. The case officers for longer term essential workers are aware of the needs of those on their case load, but prisoners report they seek out any unit officer for assistance as they are familiar with the regular staff that attend the unit.
- 5.4 Inspectors evidenced that elderly or disabled prisoners were placed in accommodation suited to their needs. Custodial staff advised there were no care plans developed, but they ensured that these prisoners were never disadvantaged. No elderly prisoners were at the centre at the time of Inspection, but several with walking difficulty were seen to be in appropriate accommodation and assistance provided as necessary. Peer support is arranged for those prisoners that may require regular assistance within the unit. Inspectors were advised that there were no appropriate wheelchairs provided within the centre to assist prisoners. Inspectors were advised that PVC shower chairs were being used as wheel chairs within the centre and are unsuitable for purpose and potentially dangerous.

### Recommendation 6 (Medium):

The centre purchase appropriate wheelchairs.



5.5 Inspectors observed that removal of clothing searches were undertaken in accordance with procedural requirements. When cells were searched prisoners were permitted to be present should they wish to observe the process.

**PERFORMANCE RATING FOR THIS AREA**

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.

## CHAPTER 3

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### DUTY OF CARE

#### Standard 6 - Bullying and Violence Reduction

Prisoners feel safe from bullying and victimisation (which includes verbal and racial abuse, theft, threats of violence and assault). Active and fair systems to prevent and respond to violence and intimidation are known to staff, prisoners and visitors, and inform all aspects of the regime.

- 6.1 Prisoners openly expressed that they felt safe in the centre. The centre widely promulgates an anti-bullying strategy through the use of posters in all prisoner areas. Anti bullying is also a discussed in the Prisoner Handbook.
- 6.2 A review of case notes by Inspectors demonstrates that staff challenge bullying behaviour by prisoners.
- 6.3 All prisoner areas appear controlled, orderly and supervised. Restricted movement occurs about the centre thereby reducing the chance of inappropriate activity by prisoners.
- 6.4 Youthful and protection prisoners are identified on or prior to reception and are managed separately from each other and the mainstream.
- 6.5 The centre maintains comprehensive incident data and undertakes analysis for trends and spikes.
- 6.6 Solid assessment is undertaken on all protection requests and all prisoners on reception are assessed for any association issue.

## Standard 7 - At Risk Management

Centres work to reduce the risks of self-harm and suicide through a whole-of-Centre approach. Prisoners at risk of self-harm or suicide are identified at an early stage, and an at risk management plan is implemented and monitored. Prisoners who have been identified as at risk are encouraged to participate in all purposeful activity commensurate with their level of risk. All staff are aware of and alert to at risk/vulnerability issues, are appropriately trained and have access to proper equipment and support.

- 7.1 Reception staff assess prisoners on arrival and subject each prisoner to a search requiring the removal of clothing. This search, among other functions, provides the opportunity for staff to identify any injuries. Inspectors were advised that reception store staff will further investigate the injuries with the prisoner and provide information to Health Services and operational psychological/counselling staff for further investigation.
- 7.2 All receptions including court returns are seen and assessed by Health Services and psychological staff on the day of reception, prior to being allocated accommodation. The staff carry out a medical assessment that includes the areas of self harm, drug withdrawal and alcohol detoxification. All transferred prisoners are interviewed by operational psychological/counselling staff including assessments of self harm, drug and alcohol use and compatibility issues with other prisoners. Health Services staff put in place immediate arrangements for those who need detoxification and symptomatic relief.
- 7.3 The centre demonstrated that it has in place all components of the Agencies at-risk management procedure. Inspectors interviewed a number of staff regarding the at-risk management process. Staff displayed a sound knowledge and awareness of self harm identification and procedures.
- 7.4 The centre has an accommodation unit that operates as a High Dependence Unit. Inspectors were impressed by the management of this unit and of at risk prisoners.
- 7.5 Risk Assessment Team (RAT) meetings are scheduled on a frequent basis ensuring prisoners are reviewed on at least a seven day basis and not segregated from the general prison population for longer than necessary. Inspectors attended a number of RAT meetings and observed that these were chaired by the senior practitioner, however also chaired by a senior psychologist on a regular basis. Staff had independently interviewed the prisoners involved and presented appropriate material and recommendations at the meeting.
- 7.6 Standard 7.4 states that *“prisoners’ families, friends and external agencies are encouraged, through local arrangements, to provide sources of information which may help identify and support those prisoners likely to be bullied or who have a history of self-harming behaviour”*. Of concern to Inspectors was that the visitors’ centre (where visitors are processed) does not have anti-bullying posters displayed, nor are there posters addressing the

subject of reporting concerns regarding prisoners with at risk potential (see Recommendation 9).

- 7.7 Inspectors reviewed a number of IOMS and hard copy At-Risk Management Plans and were satisfied that they were prepared:
- with input from the prisoner,
  - identify needs, and
  - identify persons responsible for implementing the plan.
- 7.8 Prisoners at risk of self harm or suicide are referred to Prisoner Mental Health who visit the centre regularly and provide community support when the prisoner is released.
- 7.9 At the time of the Inspection: 97% of custodial staff had suicide awareness accreditation; 87% of custodial staff and 100% of Health Services staff are qualified in CPR; and 96% of custodial staff are qualified in First Aid. Centre staff appear to participate in a range of contingency tests including those related to self harm/suicide incidents.

## Standards 8 and 9 - Equality and Diversity

All prisoners experience equal opportunity in all aspects of prison life, are treated equally and are safe. Cultural diversity is embraced, valued, promoted and respected.

All prisoners should have equal access to all Centre facilities. All Centres should be aware of the specific needs of minority groups and implement distinct policies, which aim to represent their views, meet their needs and offer peer support.

- 8.1 Observation and assessment of information received, strongly indicates that staff are cognisant of the rights of prisoner and practice appropriate treatment of prisoners. Prisoners spoken to during the inspection indicated that staff speak to them well and with no racially derogatory intent.
- 8.2 An inclusive approach is taken by management in the centre with the diversity of the population well understood and accepted. Knowledge Place identifies that approximately 20% of prisoners have A&TSI background with most ethnic groups marginally represented.
- 8.3 There did not appear to be scheduled senior management engagement in cultural issues or promotion of cultural diversity, however, Centre management appear responsive to issues when they occur.
- 8.4 The centre establishment has two CLO positions, however until recently these positions were vacant for some months. Currently both positions are filled temporarily. Due to the vacancies little development has occurred in this area.

However, the prisoners spoken to during the inspection considered the CLO's very responsive to their requests.

### Recommendation 7 (Low):

**The centre documents its cultural recognition and development policy.**

- 8.5 Currently there are limited opportunities for cultural practice within the centre. Some activities are undertaken for indigenous prisoners but these are also very limited in range due to the mainly transient nature of the prisoners.
- 8.6 A review of the staff training matrix indicated that only 5 staff have lapsed accreditation in cultural awareness. The training plan will allow ample opportunity for this to be addressed.
- 8.7 The Inspectors were made aware of a situation where Centre staff were very proactive and successfully managed assimilating a group of young prisoners who were on remand for a culturally aggravated murder.

## Standard 9 - Diversity

*Note this standard has been addressed above*

## Standard 10 - Foreign Nationals

Prisoners who are not Australian citizens and/or who may be subject to deportation have reasonable access to all prison facilities. All Centres are aware of the specific needs that this group of prisoners have.

- 10.1 Inspectors were advised that Prisoners subject to deportation are transferred to BCC just prior to their discharge date and then released to DIAC. There are no immigration detainees or foreign nationals held at the centre.
- 10.2 Staff advised that Interpreter and translation services are frequently used at the centre. An open account is maintained and all staff have access to use this service
- 10.3 Centre staff advised that relevant contact is maintained with immigration authorities regarding the status of potential deportees.
- 10.4 The centre does not accommodate any prisoners held solely under administrative powers.

## Standard 11 - Mothers and Babies

*Not Applicable*

## Standard 12 - Contact with the Outside World

S12: Prisoners are encouraged to maintain contact with the outside world through regular access to visits, mail and telephones.

### Visits:

- 12.1 All prisoners are provided with the opportunity to have a visit of two visits of one hour duration on a weekly basis. Visits are available seven days per week with separate visit sessions for mainstream, protection and youthful prisoners. Inspectors were advised and observed that prisoners on safety orders are provided with visits.
- 12.2 Inspectors observed a number of visits sessions and found that the visits reception and actual visits area were clean, well maintained and equipped to agency standards. A purpose built play area was provided for children in the visits area. Facilities for baby changing and the heating of baby bottles are provided and clean.
- 12.3 Inspectors observed the interaction of staff and visitors and interviewed visitors. There was no evidence to suggest that visitors are other than well treated. Staff interacted with visitors in a professional manner.
- 12.4 Visitors are provided with a comprehensive information leaflet. Inspectors consider that the addition of information regarding: who to contact in the situation that a visitor is concerned that a prisoner may self harm; and the process for banning visitors and subsequent review would add further value to the leaflet.
- 12.5 The centre complaint system for prisoners and stakeholders regarding visits is in place. However whilst it is well publicised in prisoner accommodation units and the prisoners handbook it is not well publicised in the visits area for visitors information.

### Recommendation 8 (Medium):

The centre display posters in the visits area and visitors centre that provide:

- advice and encouragement to visitors to contact the centre regarding prisoners with at risk potential;
- information concerning the banning of visitors and review processes.

- 12.6 Inspectors observed that the pre-visit processing of visitors was efficient and did not impact on actual visit times. Prisoners were processed pre-visit in a timely and efficient manner.
- 12.7 Inspectors observed the searching process for visitors and prisoners. The searching was carried out in an appropriate, respectful and sensitive manner. All searching was found to comply with Agency Procedures.
- 12.8 No searching of babies was observed and staff operated in a very sensitive manner with toddlers and older children.

- 12.9 The visitors centre provides for toilets pre and post visits.
- 12.10 The visits area furniture is designed to reduce physical contact between visitors and prisoners. This is part of the overall drug strategy and reflects an appropriate management of risk. Prisoners and visitors are permitted to embrace in an appropriate manner at the commencement and conclusion of a visit.
- 12.11 The visits furniture was in good condition. The visits area has a soft floored play area for children. It is equipped with a climbing frame, some games and a television/DVD for children. The centre has a comprehensive token operated range of snack and drink machines available. However tokens can only be purchased by prisoners through the buy-up system. The visitors centre has a range of drink and snack machines available for visitors. Visitors can access these pre and post visit sessions.
- 12.12 Child sex offenders remain in the general protection population. There are no separate visit sessions for child sex offenders. Staff appeared very aware and alert to these prisoners being managed in the visits area.
- 12.13 The centre advised that visitors arriving late may be permitted to join the next available visit session. If they are not unduly late they may be given a booth or non contact visit.
- 12.14 Inspectors were satisfied that the banning of visitors is carried out in compliance with legislation and procedure. Banned visitors are clearly advised of the reason for this action.
- 12.15 Prisoners may request special visits. Special visits are made available to those with family located a long distance away that make efforts to visit. This may be by allowing extended or extra visits over the short stay in the area.
- 12.16 Inspectors observed the centres video conferencing facility in operation. The facility is used primarily for video courts and legal aid. It is available for by prisoners from remote areas as a video visit. The centre has been in operation for twelve months but has not had a request for a video visit.

Telephone:

- 12.17 The centre has an Arunta phone system in operation. Adequate phones are available for prisoner use during out of cell hours. There is no limit on the number of calls a prisoner may make, other than his financial circumstances.

Mail:

- 12.18 There is no restriction on the number of letters a prisoner may send or receive. Mail appeared to be processed and provided to prisoners in a timely manner.
- 12.19 Inspectors observed the mail being processed and found it to be in compliance with legislation and agency procedures.
- 12.20 A review of the centres privileged mail indicated it is managed in accordance with agency policy and procedures. There is a system in place for recording instances where mail is opened in error. Whilst no benchmark or comparison



with other centres is available it was the opinion of the inspectors that instances of privileged mail being opened in error appeared significant.

Recommendation 9 (Low):

The centre remind staff of their responsibility in handling prisoner mail and if necessary undertake refresher training.

## Standard 13 - Request and Complaint Systems

S13: Effective request and complaint procedures are in place, are easy to access, easy to use and provide timely responses. Prisoners feel safe from repercussions when using these procedures and are aware of an appeal procedure.

- 13.1 The QCS Complaints Management System is in place and utilised by the centre. The complaints process appears to be handled effectively. The system is maintained by the GM Support Officer and an appropriate tracking tool is in place. From analysis of the complaints management register, complaints appear to be acted upon in a timely manner. The inspector was advised that reoccurring complaints are assigned to a Manager for investigation and recommendation for resolution. The majority of all complaints are discussed at the weekly management meetings.
- 13.2 The Prisoners Handbook advises the prisoners on the process of lodging a complaint and the details of the persons who are able to assist in the matter. Prisoners advised that they understood the process.
- 13.3 The Prisoner Handbook endorses the resolution of the complaints to be managed at the lowest possible level. Prisoners advised Inspectors that officers are generally happy to attempt to address the complaints.
- 13.4 Prisoners appeared to be familiar with the blue letter process. There was a mixed response from the prisoners as to the officer's facilitation of the blue envelope process. However it was noted that by the end of the week blue envelopes were available in each unit pamphlet box.
- 13.5 Official Visitor and Ombudsman posters are clearly displayed on the prisoner notice-boards. Assessment of the data maintained by the OV Coordination indicates that there have been no complaints regarding OV access.

## Standard 14 - Legislative Requirements

Prisoners are told about their legislative entitlements during induction, and can freely exercise these entitlements while in prison.

- 14.1 Management and staff appear cognisant of the legislative entitlements of the prisoners and the requirement to ensure they are advised of their rights.
- 14.2 Staff are provided with Code of Conduct training on induction/initial training. Records show that the centre has provided refresher training for staff prior to the commissioning of the centre.
- 14.3 The Inspectors observed the sentence management induction interview. All prisoners receive individual explanation of their sentence and any additional matters relevant to them, including parole. Parole returnees receive an explanation their reasons for return and any action needed to appeal their return to custody.
- 14.4 Probation and Parole staff attend the centre weekly to explain the conditions of Court Ordered Parole to prisoners prior to discharge and Board Ordered Parole conditions are explained to prisoners by Sentence Management Staff before it is signed off by the prisoner.
- 14.5 The facilities provided for legal visits appear fit for purpose and adequate for the demand.

## Standard 15 - Substance Related Needs

Prisoners with substance-related needs, including alcohol, are identified at reception and receive effective treatment and support throughout their stay in custody. All prisoners are safe from exposure to and the effects of substance use while in prison (*Note: Non-clinical assessment by Inspectors*).

- 15.1 Health Services staff carry out an initial assessment on the day of reception. This also identifies if the prisoner requires further assessment and if so they are listed for the visiting medical officer (VMO) who can refer the prisoner to specialist services if required.
- 15.2 A Mental Health team from Queensland Health attend the centre on a regular basis. They also provide a dual diagnosis service to prisoners.
- 15.3 Health Services and psychological services communicate regarding prisoners requiring an integrated approach. Psychological staff provide effective support to prisoners during and post clinical intervention when necessary
- 15.4 Health Services staff provide information to prisoners on blood borne viruses. Health Services, through the VMO, has a process of referral to Queensland Health specialist services based at public hospitals.
- 15.5 A range of drug and alcohol awareness programs have been promoted, posters are evident. A number of prisoners are on a smoking cessation program supported by Health Services.
- 15.6 The intelligence officer demonstrated a sound pro-active intelligence gathering and target identification process. This was supported by substance testing, searching and targeting of visitors with the itemiser and PADD dogs. Inspectors were satisfied that substance testing of prisoners is conducted in line with Agency policy and procedures. During the previous 12 months:
  - 500 visitors were identified by PADD dogs or the itemiser as giving drug indications;
  - 80 incidents of drug related finds were registered; and
  - 49 prisoners failed drug tests.

### PERFORMANCE RATING FOR THIS AREA

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.

## CHAPTER 4

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### HEALTH SERVICES

#### Standard 16 - Health Services

*With the transition of responsibility for prisoner health care to Queensland Health this Standard was not examined by Inspectors. Instead the Prisoner Health Services Branch will issue a separate report.*

## CHAPTER 5

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### ACTIVITIES

#### Standard 17 - Learning, Skills Development and Purposeful Activity

Learning and skills development meets the assessed needs of prisoners. Prisoners are encouraged and enabled to learn both during and after sentence, as part of prisoner management planning; and have access to good library facilities. Sufficient purposeful activity is available for the total prisoner population.

- 17.1 This facility functions as a reception centre, it is not set up as an industrial or program intervention facility. A review of IOMS shows that the centre has 179 prisoner employment positions and an average daily state of 412 prisoners.
- 17.2 The centre provides literacy and numeracy classes, AVEC courses and a guitar course. The level of meaningful activity for prisoners is approximately two hours per prisoner per day. Whilst on the low side it compares well with figures in other reception facilities.
- 17.3 The centre has an adequate gym, a number of computer equipped classrooms and general purpose classrooms. These are viewed by inspectors as suitable for purpose.
- 17.4 The centre is a reception centre with functions that include the identification of prisoner needs, it is not designed or equipped to address the prisoner needs identified in the OMP.
- 17.5 Inspectors reviewed data entry in IOMS and found that Educational and Vocational Needs Assessments and Literacy and Numeracy assessments had been completed as per agency policy and procedures. All prisoners are assessed on arrival in relation to literacy/numeracy level and encouraged to engage in educational/vocational programs of interest and need.
- 17.6 Inspectors found that the library was limited in the range of materials held there. The facility does not provide access to the library for prisoners. The main access to library material is done via a travelling library trolley and library catalogue.
- 17.7 Foreign language newspapers were available in the library, however no audio books were available for those with literacy deficits or the elderly.

#### Recommendation 10 (Low):

The Centre reviews the contents of the library with a view to the purchase of some audio books.

- 17.8 The main prisoner employment is a Laundry whose operation is based on existing contracts. The centre maintains a pool of approximately 150 sentenced prisoners to support the laundry operation and other essential

work. The centre has developed aspects of the Vocational training program based and allied to its industry and prison services employment.

- 17.9 No prisoner is excluded from the opportunity to be considered for work or activities. The centre has sub-groups of prisoners, remand, sentenced, protection, mainstream and youthful prisoners. All groups have the opportunity for programs, activities but some have limited opportunities for employment. The reception role of the facility results in the main prisoner population being very transient. Therefore to ensure essential services and the laundry contract are maintained, the majority of these jobs are available only to sentenced prisoners who are maintained at the centre as essential workers.
- 17.10 This centre does not operate a practice of securing in cells prisoners that are unemployed. Unemployed prisoners get full access to activities in line with the structured day schedule.

## Standard 18 - Physical Activity, Arts, Craft and Hobbies

There is a program of physical activities, arts and crafts and hobbies in place and prisoners are encouraged and enabled to take part in those activities.

- 18.1 Inspectors examined the level of promotion of health and personal fitness programs and noted that the Health Services staff run a number of health promotions (e.g. smoking cessation). Inspectors also observed that a number of notices were on display in the gymnasium area promoting personal fitness, activities and outcomes. Activities staff do not participate in the prisoner induction process and that opportunity for them to promote personal fitness objectives for the prisoner population is lost.
- 18.2 The centre has no separate formal assessment of older prisoners prior to them being permitted to use the gym/oval facilities. However, Inspectors were advised that all prisoners undergo a medical assessment on reception and those identified as medically at risk (if involved in strenuous exercise) are advised to centre management.
- 18.3 The centre is a reception facility and therefore lacks the programs and employment to provide a high level meaningful activity for prisoners. This therefore emphasises the need for a successful physical activity and arts and crafts program to engage the prisoners. All prisoners have the opportunity to attend at least two gym/oval sessions per week. However, the current activities roster works on a two week cycle with opportunity for five oval/gym sessions per prisoner per week. The youthful prisoners get oval/gym sessions daily. However inspector's observations of gym/oval sessions and attendance statistics suggest that sessions are not well attended. The centre is aware of this and has been implementing some innovative practices to involve prisoners in activities.

### Recommendation 11 (Medium):

The centre:

- (a) review its range of gym/oval activities and arts and crafts provision;
- (b) consider including in this review a survey of prisoner needs/preferences regarding gym/oval activities and arts and crafts; and
- (c) consider involving activities staff in the induction process.

- 18.4 During the previous 12 months BCC has recorded only two injuries associated with gym/oval activities.
- 18.5 The centre provides a program of arts and crafts both out of cell and in cell activities are available.



## Standard 19 - Religious Activity

All prisoners are able to practise their religion fully and in safety. The chaplaincy plays a full part in prison life and contributes to prisoners' overall care, support and resettlement.

- 19.1 The centre has a purpose built spiritual centre and a fully equipped office for Chaplains. At least one Chaplain is in attendance daily. Chaplains have access to all areas of the facility and are available to all prisoners.
- 19.2 Weekly worship is provided in both the North and South accommodation blocks. The youthful prisoners have a weekly service held in the unit. All mainstream prisoners have access to weekly worship. Protection prisoners have access to fortnightly worship.
- 19.3 Inspectors viewed notices regarding chaplaincy visits and religious service timings and location.
- 19.4 Inspectors were satisfied that prisoners, who for safety or health reasons, are unable to access a religious service can request a chaplaincy visit. Prisoners can request the provision of religious artefacts. These are approved providing they do not pose a risk to security.
- 19.5 Inspectors were also satisfied that chaplains offer pastoral care of prisoners and provide support for identified prisoners during the release process.

## Standard 20 - Out of Cell Activity

All prisoners are actively encouraged to engage in out of cell activities.

- 20.1 Inspectors viewed log books and attended unlock and lock-away activities at the centre. It was ascertained that prisoners are provided with approximately eleven hours out of cell time.
- 20.2 Inspectors viewed unit notices outlining the structured day in place at this facility. A review of movement log books and observation of the daily operation by Inspectors indicated that the structured day is consistently adhered to. Inspectors found no evidence that out of cell activities were cancelled unnecessarily.
- 20.3 Inspectors were advised by the Business Services Manager that applications for employment from disabled and aged prisoners are dealt with on a case-by-case basis. This may involve consultation with Health Services and the Workplace Health and Safety Officer. However they advised that no prisoner is excluded from the opportunity to be considered for work. The involvement of aged and disabled prisoners in recreational activities is also dealt with on a case-by-case basis.
- 20.4 The youthful prisoners have a proactive group of staff who encourage them to get involved in the range of activities available including a counsellor dedicated to the unit.
- 20.5 The essential workers are required to work or are transferred to a placement facility. Some workers indicated that activity involvement was limited at times due to their work rosters.
- 20.6 All accommodation units, including the detention unit have easily accessed open air areas. Inspectors found that prisoners on safety orders and those segregated for punishment have access to open air areas, under supervision where necessary.
- 20.7 The gymnasium was well equipped and prisoners have access in line with the structured day timetable. The secure unit exercise yards had chin up bars, basketball hoops, racket ball, football, and exercise mats. Accommodation areas are provided with cribbage, backgammon, draughts, and chess. Prisoners are permitted to purchase playing cards and some other sporting equipment through sales to prisoners.

### PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns

## CHAPTER 6

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### GOOD ORDER

#### Standard 21 - Security, Good Order and Rules

Security and good order are maintained through positive staff-prisoner relationships based on mutual respect as well as attention to physical and procedural matters. Rules and routines are well-publicised, proportionate, fair and encourage responsible behaviour. Classification, transfer and cell allocation procedures are based on assessment of a prisoner's risks and needs; and are clearly explained, fairly applied and routinely reviewed.

- 21.1 The elements of 'dynamic security' were observed to be in place in that staff and prisoners interacted in a positive manner and staff appeared attentive to individuals. Prisoners report generally positive interactions with staff and observation during the period of the inspection confirmed this to be the case. Management appear committed to staff actively engaging with prisoners. Alternative strategies other than breaching are utilized in prisoner management (e.g. counselling, warning, reward system for youthful prisoners).
- 21.2 The intelligence staff were observed to be active in the centre. A sound intelligence system exists that closely monitors potential for adverse associations. This information is used to assist in the management of prisoners on reception and for selection of the most suitable placement centre. The intelligence section maintains comprehensive data on incident number type and location. This information is then further analysed for trends.
- 21.3 The Prisoner Handbook details information of local rules and routines, however many prisoners were unaware of it or did not know how to access the document. Prisoners advised that first time prisoners did not receive enough information to assist them to successfully live with other prisoners and to remain breach free (see Recommendation 3). Prisoners indicated that they needed to rely on other prisoners to guide them.
- 21.4 A behavioural Management System (BMS) operated in the Youthful Offenders Unit. The BMS is used to monitor the daily behaviour of youthful offenders and promotes positive behaviour through rewards and consequences. Inspectors were impressed with this system.

#### Use of Force:

- 21.5 A review of IOMS suggests that force is used appropriately and in many reports evidence exists that staff have attempted to de-escalate the situation prior.
- 21.6 Review of the training records indicate that the majority of staff have accreditation in control and restraint with only a small number whose currency has expired. The training plan reflects ample opportunity for control and restraint training.
- 21.7 Control and restraint equipment is recorded and maintained in good order.

- 21.8 The Centre records planned intervention that they believe may attract further interest. They take still images of crime scenes and property damage and attach those images to the relevant INCI. They also record activities such as extractions and incidents where there is a possibility force may be required.

#### Standard 22 - Discipline

Disciplinary procedures are applied fairly and for good reason. Prisoners understand why they are being disciplined and can appeal against any sanctions imposed on them.

#### Breaches of Discipline

- 22.1 During the inspection period no breaches were required to be heard. An inspector reviewed a selection of breach hearing tapes and found that the proceedings were in accordance with the Agency expectations and that the charges, process and rights were clearly explained. Prisoners were afforded the opportunity to make presentations on their own behalf, were invited to call witnesses if required and the Supervisor hearing the breaches insured that the prisoners understood each stage of the process. The opportunity to appeal the outcome was provided.
- 22.2 A review of recent breach hearings showed a variety of outcomes and it was considered that the punishments imposed were appropriate.
- 22.3 A review of the breach register indicate that appeal process is finalised within the timeframe established by the agency.
- 22.4 Anecdotal and case note evidence suggests that prisoners are warned and counselled regarding their behaviour prior to instituting breach action.

#### Safety Orders and Detention Units

- 22.2 Prisoners are managed on Safety Orders in accordance with Agency procedure. The reasons for the segregation are explained to them and a copy of the order is provided to the prisoners. Prisoners are seen by health centre staff daily and weekly by a medical practitioner. To date Intensive Management Plans have not been required to be used.
- 22.3 The Detention Unit is of a standard modern design and is fit for purpose.
- 22.4 Prisoners segregated in the detention unit are subject to Safety Orders or breach documents.
- 22.5 During the inspection there were no prisoners housed in the detention unit without valid reason. Prisoners at risk of suicide or self harm are not accommodated in the Detention Unit. At risk prisoners are accommodated in S3.
- 22.6 The Detention Unit log book reflects regular attendance by custodial staff and management and daily attendance by health centre staff.

22.7 The quality of record keeping in the detention unit was very thorough and covered medical, reviews, Official Visitors and all other procedural requirements.

### Standard 23 - Remuneration and Employment

Prisoner employment and remuneration is well-publicised, designed to improve behaviour and is administered fairly, transparently and consistently.

23.1 Given the core function of the Centre as a reception centre, work is available only for essential duties and the laundry. Work opportunities and the process of application is described to the prisoners on induction and application forms are available in the accommodation units. Prisoners appeared to be aware of the employment process and jobs are keenly sought. At the time of the inspection a draft document detailing the employment process had been prepared but not implemented.

23.2 The remuneration levels and bonuses are applied according to Agency guidelines. Limited number of pay levels and bonus opportunities exist. The level may be increased or decreased based on a prisoner's work effort and behaviour.

23.3 Employment outside of unit domestic duties is only offered to mainstream prisoners.

23.4 Suspension from Work Reports viewed and reasons for suspension/termination are clearly articulated with some instances of prisoner comment evident. Suggestions were made by the PAC and confirmed by a staff member that if a prisoner's employment was terminated automatic transfer from the centre would occur.

#### PERFORMANCE RATING FOR THIS AREA

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.

## CHAPTER 7

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### SERVICES

#### Standard 24 - Food

Prisoners are offered varied meals to meet their individual approved dietary requirements and cultural beliefs. Food is prepared in accordance with safety and hygiene regulations.

- 24.1 From observation and review of the procedures and logs, the preparation, storage and delivery of meals and the presentation of the kitchen facility meets industry hygiene and food safety standards. All areas of the kitchen were viewed and cleanliness and order were very good. During meal preparation times the kitchen was also continually monitored for cleanliness and safety. Protective clothing was observed as being routinely worn over the period of inspection.
- 24.2 The centre's Food Safety Program manual has been reviewed and provides a comprehensive and detailed approach to management of food safety.
- 24.3 The relevant temperature logs were maintained and the centre endeavours to supply meals as near as possible to the time of consumption to maintain quality.
- 24.4 Meals are served at times that are as close to normal as the operational environment will allow. The times are considered by the Inspectors to be appropriate.
- 24.5 Food provided is as prescribed in a four week menu that is approved by a dietician. Fresh fruit is provided daily. The menu allows for a continental breakfast and two substantial meals each day. A nutritious and balanced meal is provided to the prisoners. It was noted that the centre was committed to providing varied healthy eating options for those prisoners who required finger foods.
- 24.6 A process occurs whereby a prisoner can nominate special dietary requirements from point of reception or at other times during their sentence. Special diet logs were reviewed and the preparation arrangements for the diets were observed. A review of prisoner complaints did not note any concerns regarding special diets. The standard diet prepared by the kitchen is low fat, low sodium and Halal thereby already catering for a large number of the special diet requests.
- 24.7 From a cultural perspective, a variety of diets are provided.
- 24.8 Inspectors were satisfied that there is a system of health screening in place for kitchen workers. All workers were appropriately clothed and wearing the correct Personal Protective Equipment (PPE). Inspectors were advised that prior to commencing work in the kitchens receive an induction into the operation of the kitchen and into the specifics of food handling and preparation. Induction logs and training checklist was sighted. The

supervisor also checks and documents the currency of the prisoners' knowledge throughout their employment.

- 24.9 Throughout the centre prisoners were complementary about the food quality and variety. A review of the prisoner complaints indicated that in the last seven months there was only one complaint about food.
- 24.10 Workplace injury log was reviewed. Food preparation areas appear to be the major area for workplace injuries. However all injury reports were of a minor nature and frequency of injury were typical of a high volume kitchen.
- 24.11 The centre has the facilities for prisoners to dine in association in normal circumstances.
- 24.12 Prisoners have access to drinking water 24 hours a day. Only essential workers are able to purchase an electric jug.

## Standard 25 - Prisoner Purchases

Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs.

- 25.1 Inspectors considered that there was generally a sufficiently wide range of products on offer for prisoners to buy. The weekly buy-up list consists of a similar range of items available in other centres. There are healthy snacks available.
- 25.2 Buy-up forms were noted to be available in all units. Price rises have occurred twice in the last 12 months with appropriate justification provided to the inspector. Some restrictions apply including prohibition of the sale of cigarettes to youths and the number of tokens available for purchase dependent on a prisoner's employment status.
- 25.3 The same items are available to all prisoners in the centre. A check of previous lists shows price fluctuation both up and down. This is evidence that the centre actively seeks competitively priced goods. The prices were considered to be similar to supermarket prices.
- 25.4 A reception pack including 'essential' items is available to all prisoners and they are provided credit for this purpose only. Credit is not extended to the general buy-up.
- 25.5 Inspectors were advised that prisoners, who are absent from the centre on the day of order, are able to place their order on return to the centre. Prisoners spoken to confirmed this practice.
- 25.6 Prisoners are provided with a statement of their trust account weekly.
- 25.7 The centre does not charge an administration fee for purchase of catalogue items.
- 25.8 Purchases are pre-bagged and issued to prisoners in the units by custodial staff. The bags are checked and signed for when they are delivered to prisoners.
- 25.9 Newspapers are provided daily and there is a comprehensive list of magazines available for purchase by prisoners. A small range of hobby material is available for essential workers to purchase.
- 25.10 The Stores Supervisor attends PAC meetings to accept submissions from that forum regarding changing items on the list. Stores staff also monitor the quantity of various items being purchased and suggest removal/replacement if the volumes are low.

### PERFORMANCE RATING FOR THIS AREA

Rating	Description
1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.



## CHAPTER 8

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### RESETTLEMENT

#### Standard 26 - Strategic Resettlement

*Note: This standard is dealt with in conjunction with Standard 28 - Resettlement Pathways.*

#### Standard 27 - Prisoner Management Planning (*Incorporating classification*)

Prisoners serving sentences of 12 months or more have a prisoner management plan based upon an individual assessment of risk and need, which is regularly reviewed and implemented throughout and after their time in custody. Prisoners, together with all relevant staff, are involved in drawing up and reviewing plans.

#### Classification:

- 27.1 All relevant prisoners were found to have security classifications and escape risk assessments completed on IOMS. Classification reviews are also undertaken when change in risk indicates prisoners are no longer suitable for the current classification.
- 27.2 As a reception prison, the initial classification and escape risk assessment is formulated through review of documented material and assessment by the reception psych/counsellor. A brief induction interview with the prisoner by a sentence management officer also informs the decision.
- 27.3 SPAs contain significant pertinent information on which to formulate a decision, however, many recommendations are mostly cut and paste of the factors recorded in other areas of the document rather than a summary of relevant factors, there is a lack of analysis and insufficient rationale to support many decisions. One SPA/ERA made no reference to the prisoner being a new interstate transfer.
- 27.4 Despite the above, document analysis indicates that prisoner classification decisions appear to be appropriate. There have been no appeals or official complaints made within the last 12 months regarding classification decisions made at centre level.
- 27.5 ERA's were reviewed in conjunction with this standard. While assessment decisions were generally considered appropriate, there were a number of deficiencies noted in recording the recommendation/decision. Staff record a number of factors in the recommendation area, but most do not provide analysis or rationale for the recommendation/decision. The reader must often guess what prompted an elevated risk. Several ERAs contained a cut and paste of voluminous irrelevant sentencing information from the SPA. A number of ERAs with recommended elevated risk rating do not provide any information in the check box "Are there any factors that may impact on the prisoners escape risk?" An appeal against sentence was omitted as a factor from one ERA, details of outstanding court matters in another, a psychologist

input included incorrect sentencing information in another. Overall, some improvement in ERAs would provide a better quality document.

Recommendation 12 (Medium):

In relation to offender assessments:

- (a) the centre takes immediate steps to improve the quality of analysis and recording of sentence management decisions including SPAs, ERAs and PNAs; and
- (b) within six months the Offender Intervention Services Directorate review the quality of assessments undertaken at the Centre and provide support and assistance where necessary.

27.6 There is evidence that essential workers have been reclassified following an assessed decrease in risk, with low classification and transfer to low custody resulting. These event based reviews of classification are not undertaken by a team as outlined in the Review procedure, rather by a sentence management officer in a similar fashion to an initial classification (i.e. no sentence management team involvement).

Recommendation 13 (Medium):

All classification reviews incorporate a sentence management team process as provided in the Review procedure.

Transfers:

27.7 Inspectors were satisfied that prisoners are individually assessed in relation to placement. There is evidence that centre staff, when determining placement, take into account relevant case notes, issues of family support, medical issues and vital criminogenic or educational/vocational program requirements. As a reception centre with a 28 day turnaround, prisoners will often be assessed for low custody placement based on documented evidence and a brief interview only. Staff have very limited time to know and understand behaviours of individual prisoners within the short timeframe but regular relevant case notes do assist decision-makers.

27.8 No scheduled reviews of classification were observed as they are very infrequent at this centre. Sentence management staff advised that the interview panel is multidisciplinary and includes the participation of the prisoner. The format of review meetings described by sentence management staff indicates they follow commonly applied standards. Document analysis indicated the names and/or titles of panel participants are not recorded in the SPA document, nor are prisoners advised in writing of any appeal/review entitlements. Prisoners are not provided with a copy of the SPA once it is verified contrary to Agency direction. Prisoner are also not verbally advised of the reasons for classification and placement decision.

Recommendation 14 (Medium):

A copy of the verified SPA is provided to prisoners at the conclusion of the classification decision-making process and that a record is kept of that occurrence.

Prisoner Management Plans (OMPs):

- 27.9 As a reception centre, all prisoners received at the Centre and serving 12 months or more have a prisoner management plan developed prior to transfer to a placement centre.
- 27.10 Knowledge Place indicates an OMP completion rate within 21 days of only 16% (with document analysis indicating that the average delays over the 21 days are of between 2 and 4 days additional days). Despite this low figure for timely completion, when compared to other reception centres it is rated the highest of the centres. Reasons for delay include that the prisoner was held in a watch house for a period of time after sentencing before being placed at BCC. The Inspector was advised that anomalies in sentencing of around 10-15 instances per week delay finalisation of sentence calculation, and subsequently the OMP, while awaiting clarification from the court. A significant ongoing issue affecting timely completion of assessments is the centres ability to access prisoner files on transfer from Probation and Parole. Despite a number of directions from head office and procedural requirements to forward files promptly, there remains ongoing problems in timely access to these prisoner files.

Recommendation 15 (Medium):

The Agency strengthen requirements for Probation and Parole officers to forward files promptly to custodial centres on a prisoners return to custody.

Recommendation 16 (Medium):

The Agency undertake a review of the OMP procedural timeframe or otherwise review the parameters used by Knowledge Place to capture OMP data to enable a more accurate and relevant account of centre compliance to OMP timeframes.

- 27.11 OMPRs are currently being reviewed annually by the Centre, with Knowledge Place indicating a completion rate of 84% which is the second lowest rate state-wide.
- 27.12 Document analysis indicated that OMPs contain appropriate criminogenic interventions as determined through the assessment process. There is evidence of planning needs and some reintegration issues being identified for prisoners. Education reports are thorough and include both prisoner considerations and recommendations based on the education officer's assessment of skill/needs. Document analysis indicates that the overall standard of OMPs is at a higher level of quality compared with other centres. However, some areas for improvement were noted - the summary/recommendation page contains significant cut and paste sentencing material (rather than a summary), lacks some goal setting timeframes and does not adequately capture pre-release needs and planning to provide a comprehensive overall picture of the plan.
- 27.13 The centre has undertaken only 8 scheduled reviews of OMPs over the last 12 months for those prisoners maintained as essential workers. Following review they are transferred to other placement centres as prisoners are not permitted to remain at the centre for more than 12 months. There is evidence of pre-

release planning and rationale for recommendations, sometimes in the interventions area and other times in the pre-release area. In the pre-release area the same recommendation is cut and pasted into the two text boxes. This is unnecessary. Education staff provide a good level of evaluation of prisoner skill sets in the EVNA, resulting in appropriate educational/vocational recommendations. As with the OMPs, however, some areas for improvement were noted - see above. All OMPRs have generic cut and paste style decisions.

Recommendation 17 (Low):

The centre ensures that OMPs and reviews incorporate education, employment, transitions, criminogenic programs, general planning needs and resettlement needs into a comprehensive whole of sentence plan with goal setting timeframes for each relevant prisoner.

Information Management:

27.14 All prisoner files are stored in the sentence management office in a lockable compactus. The area does not have prisoner access. Staff demonstrated that they were cognisant of the need for confidentiality when discussing prisoners. Prisoner interviews are carried out in areas that maintain confidentiality.

Parole Returns:

27.15 As a reception centre, the majority of prisoners on return from parole are assessed and transferred to other appropriate placement centres. Short term prisoners with minimal or no pre-release needs may remain accommodated at BCC until discharge.

## Standard 26 and 28 - Strategic Resettlement and Resettlement Pathways

Resettlement underpins the work of the whole establishment, supported by strategic partnerships in the community and informed by assessment of prisoner risk and need.

Prisoners' resettlement needs are met. An effective Centre response is used to meet the specific needs of each individual prisoner in order to maximise the likelihood of successful reintegration into the community.

### Transitions:

- 28.1 BCC management reported they do not have many discharged prisoners requiring pre and post release support. However, Inspectors ascertained that the centre does release a significant number of prisoners (averaging 80 discharges per month).
- 28.2 BCC is not funded for a Transitions Coordinator or to facilitate the Transitions Program. Nevertheless the centre has allocated transitional support duties, in addition to normal duties, to one of the counsellors. Initially Inspectors had concerns that there was a lack of information being provided to prisoners in relation to the transitional assistance available. For example, this assistance was not covered in any Induction Booklet nor were there posters in the centre advertising this support service. The transitional support officer does not generate any universal discharge lists. Prisoners must request assistance in writing by request form. The Inspectors' concerns, about the lack of publicity of available assistance, have been addressed by the centre in that it has recently incorporated transitional support information into a new Prisoner Handbook that has now been implemented in the centre.
- 28.3 Notwithstanding that the centre is not funded in relation to this function, prisoners close to release have been assisted in resettlement in the areas of housing, SPER debt and obtaining identification. The centre has linkages with external agencies - Advance2Work, Centrelink and Department of Housing. While ORSS is not contracted to assist at BCC, the centre will facilitate contact between ORSS and prisoners that were referred to the program at other centres.
- 28.4 As a reception centre, BCC has a highly fluid prisoner flow through rate. Despite this, the centre has succeeded in enrolling significant numbers of prisoners in the A2W program. Many of these go on to complete the program at other centres. In the period from July 2008 to August 2009 A2W assisted: Stage 1 - 275 prisoners, Stage 2 - 35 and in Stage 3 - 17 prisoners who went on to maintain employment.
- 28.5 On the basis that the centre is not specifically funded for transitional support, the centre is doing well in the circumstance. However, a question still remains as to whether the centre can effectively meet demand in this area.

Recommendation 18 (Medium):

The Agency review the level of resourcing for transitional services at the centre including determining whether demand can adequately met within existing centre resources.

- 28.6 All prisoners serving over 12 months are assessed for transitional needs. If the Transitions Program or Transitions Support Services are identified, the prisoner is transferred to an appropriate placement centre to access these services prior to release. Those remaining at the centre until discharge must make written application for reintegration assistance.
- 28.7 The Inspector observed that assistance during admission to close down existing rental/housing agreements in order to prevent debt accrual from rent arrears was not being offered upon admission unless requested by the prisoner. As accommodation and debt are identified as major factors leading to recidivism, Inspectors consider that reception centres should be pro-active in ensuring assistance is offered to every prisoner in relation to rental/debt accrual.

Recommendation 19 (Low):

The initial assessment carried out by counselling staff included questions that address accommodation and debt issues. These staff also to provide information on how to address identified issues.

- 28.8 Education staff provide a good level of evaluation of prisoner skill sets in the EVNA, resulting in appropriate educational/vocational recommendations and are proactive in providing opportunities for prisoners to improve education and training levels, particularly in relation to literacy and numeracy skills.
- 28.9 The centre has a good relationship with Prison Mental Health workers who visit the centre regularly and link prisoners pending discharge with community based agencies.

Criminogenic Programs:

- 28.10 BCC does not facilitate any criminogenic intervention programs. A number of educational and vocational programs are facilitated. Any prisoners recommended to participate in interventions are transferred to placement centres.

Parole:

- 28.11 The parole process is not resourced at BCC. All prisoners within 12 months of their parole eligibility date are transferred to placement centres to undertake the assessment process.
- 28.12 Prisoners released from BCC to court ordered parole are interviewed by PPOs as prescribed in the Exit procedure prior to release, to assist in transition to the community.

Strategic Resettlement Issues:

- 28.13 Seniors managers have ensured that transitional needs of prisoners is provided for by tasking a staff member as a transitional support officer and setting in place a data base and coordinated approach to addressing prisoners requests for assistance prior to release. Despite maintaining a data base of the requests and tasking staff to respond to requests, there does not appear to have been any analysis or review of the information gathered in order to improve services.
- 28.14 Due to the transient nature of a large portion of the centres population, there is little scope to monitor the outcome of resettlement services recommended in prisoner management plans and the centre has no role in the parole assessment process. This is a role more aligned with a placement centre.

**PERFORMANCE RATING FOR THIS AREA**

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns

## APPENDIX A

### Brisbane Correctional Centre Recommendations

1	Medium (p. 14)	The Agency review its process in relation to the identification of placement centre vacancies with a view to having this information available to BCC in a more timely manner.
2	Medium (p. 18)	The centre implements the improvements to the induction program that have been commenced, including the use of: an improved Induction Handbook; and a range of presentation methods which ensure prisoners are provided user friendly reference material.
3	Low (p. 19)	The centre, in consultation with the Agency, review the current restrictions on toilet flushes and shower allocation in light of changes to current municipal water restrictions and the potential hygiene concerns.
4	Medium (p. 20)	The centre develops a contingency plan to address the evacuation of disabled prisoners in the event of an emergency.
5	Medium (p. 23)	The centre ensures periodic and summary reports are completed as required and that staff ensure they complete the entire document without omission.
6	Medium (p. 23)	The centre purchase appropriate wheelchairs.
7	Low (p. 28)	The centre documents its cultural recognition and development policy.
8	Medium (p. 30)	The centre display posters in the visits area and visitors centre that provide: (a) advice and encouragement to visitors to contact the centre regarding prisoners with at risk potential; (b) information concerning the banning of visitors and review processes.
9	Low (p. 32)	The centre remind staff of their responsibility in handling prisoner mail and if necessary undertake refresher training.
10	Low (p. 37)	The Centre reviews the contents of the library with a view to the purchase of some audio books.
11	Medium (p. 39)	The centre: (a) review its range of gym/oval activities and arts and crafts provision; (b) consider including in this review a survey of prisoner needs/preferences regarding gym/oval activities an arts and crafts provision; (c) consider involving activities staff in the induction process.
12	Medium (p. 49)	In relation to offender assessments: (a) the centre takes immediate steps to improve the quality of analysis and recording of sentence management decisions including SPAs, ERAs and PNAs; and  (b) within six months the Offender Intervention Services Directorate review the quality of assessments undertaken at the Centre and provide support and assistance where necessary.



13	Medium (p. 49)	All classification reviews incorporate a sentence management team process as provided in Review procedure.
14	Medium (p. 49)	A copy of the verified SPA is provided to prisoners at the conclusion of the classification decision-making process and that a record is kept of that occurrence.
15	Medium (p. 50)	The Agency strengthen requirement for Probation and Parole officers to forward files promptly to custodial centres on a prisoners return to custody.
16	Medium (p. 50)	The Agency undertake a review of the OMP procedural timeframe or otherwise review the parameters used by Knowledge Place to capture OMP data to enable a more accurate and relevant account of centre compliance to OMP timeframes.
17	Low (p. 51)	The centre ensures that OMPs and reviews incorporate education, employment, transitions, criminogenic programs, general planning needs and resettlement needs into a comprehensive whole of sentence plan with goal setting timeframes for each relevant prisoner.
18	Medium (p. 53)	The Agency review the level of resourcing for transitional services at the centre including determining whether demand can adequately met within existing centre resources.
19	Low (p. 53)	The initial assessment carried out by counselling staff included questions that address accommodation and debt issues. These staff also to provide information on how to address identified issues.

## APPENDIX B

### Inspection Team

Andrew Brown, Chief Inspector  
Kerrith McDermott, Senior Inspector  
Dave Crothers, Inspector  
Alice Mascini, Acting Inspector