

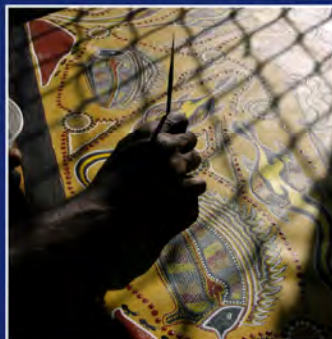
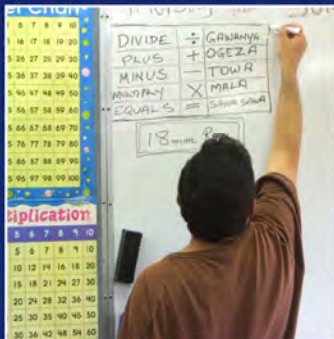
Queensland Corrective Services



Office of the Chief Inspector

# Follow-up Inspection Report Woodford Correctional Centre

August 2011



## **1 BACKGROUND**

- 1.1 The Woodford Correctional Centre (WCC) was subject to its first Full Announced Inspection (against the *Healthy Prison Standards* as detailed in the Queensland Corrective Services Healthy Prisons Handbook) in May 2010. The inspection report was published in June 2010. The centre received an overall rating of 2 meaning that:

*The centre is performing reasonably well against inspection criteria. There is some evidence of adverse outcomes for prisoners in only a small number of areas however there are no significant concerns.*

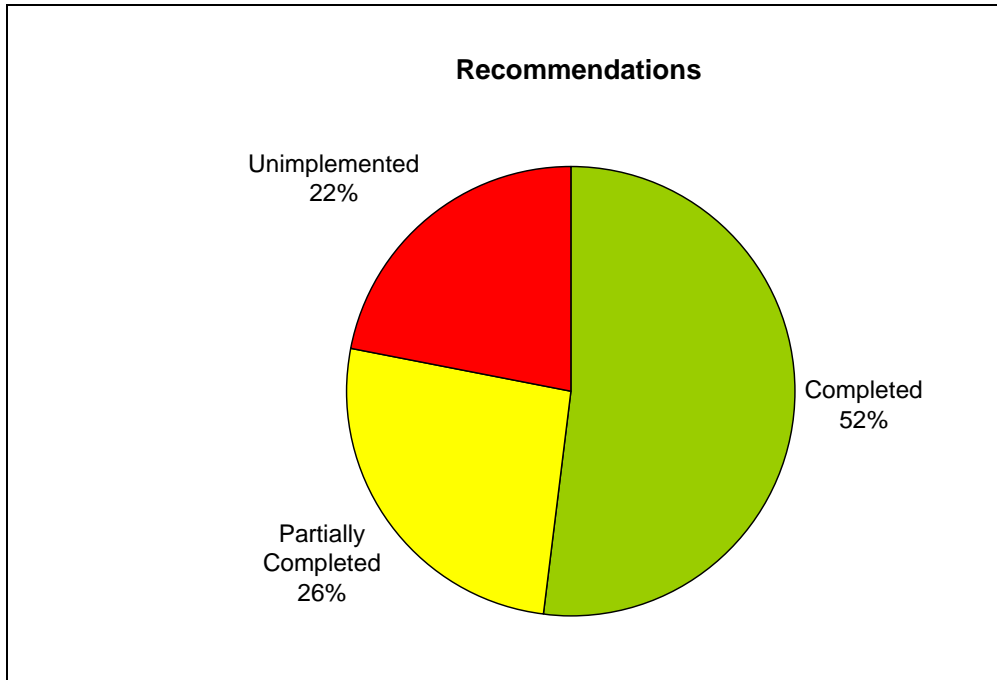
- 1.2 34 recommendations for improvements were made in the report, which were broken down into the following priority ratings:
- nil high recommendations;
  - 27 medium recommendations; and
  - 7 low recommendations.
- 1.3 These recommendations cut across the areas of reception, case and offender management, cultural expression and development, employment and industry, and recreational activity and equipment.
- 1.4 As is currently the practice, the Office of the Chief Inspector carries out Follow-up Inspections of a correctional centre approximately 12 months after the Full Announced Inspection report is published to examine and report on the progress the centre has made in relation to the implementation of recommendations.
- 1.5 As part of the follow-up process, a centre is asked to submit a folder of evidence which details documentary evidence to demonstrate the implementation of each recommendation. Inspectors review this material and also attend the centre to examine evidence of the implementation of the recommendations on the ground.
- 1.6 Only high and medium recommendations are examined by Inspectors. Inspectors do not measure the implementation of low priority recommendations.

## **2 SUMMARY OF FINDINGS**

- 2.1 On 8 and 9 August 2011, this Office undertook a Follow-up Inspection of WCC. The Inspectors were pleased to note the centre's preparedness for the inspection and the open communication by all staff with the inspection team.
- 2.2 WCC demonstrated that they had made progress in the planning and implementation of most of their recommendations. Specifically, in relation to the Follow-up Inspection it was found that:

- 14 recommendations were fully implemented;
- 7 recommendations have been partially implemented but require some further work;
- 6 recommendations are yet to be commenced; and
- 7 recommendations were not reviewed as they were low.

2.3 Excluding low priority recommendations, the progress to date is detailed in the following diagram.



2.4 A schedule that details each recommendation and Inspectors' findings, as at August 2011, is attached.

2.5 As can be seen, WCC has made progress in addressing a number of issues that had been identified by Inspectors during the original Inspection. From a thematic perspective, some of the challenges that the Centre still faces which require some further work include:

- meaningful activity and the structured day;
- prisoner engagement by custodial staff; and
- cultural expression and development.

### 3 RECOMMENDATIONS

3.1 It is recommended that the Agency and the Centre take steps to implement those 6 recommendations identified by Inspectors as being unimplemented, namely:

*Recommendation 8: Centre management ensure that custodial staff play an active role in assisting and supporting prisoners to participate in structured and meaningful activities.*

*Recommendation 11: The Centre develops a system to ensure that Behavioural Case Reporting (Periodic), Behavioural Case Reporting (Summary) and Employment Reporting is completed in accordance with Agency procedures - Case Noting and Case Reporting.*

*Recommendation 14: The Centre develops and implements a coordinated strategy to recognise and provide opportunities for cultural expression and development.*

*Recommendation 19: The Centre makes blue envelopes freely available to prisoners in a manner that provides for anonymity.*

*Recommendation 31: The Centre implements a system to ensure that all OMPR panels have custodial representation.*

*Recommendation 33: The Centre reviews and increases the opportunities for prisoners in residential accommodation to acquire independent living skills and reduce institutional dependence prior to discharge.*

- 3.2 It is also recommended that the Agency and Centre finalise the actions necessary to fully implement those 7 recommendations that Inspectors consider have been partially implemented.

**Woodford Correctional Centre**  
**Full Announced Inspection Recommendations**

1	Medium (p.1)	The Centre review its practice and considers providing prisoners with 24 hours notice of pending escorts (subject to well evidenced security considerations).	Completed. The Centre provided evidence of implementation including discussion of the subject at its LWCC demonstrating that it has reviewed its practice of giving prisoners 24 hours notice of pending escorts.
2	Medium (p.3)	The Centre review its practice of searching prisoners' property with a view to increasing drug detection by utilising PAD dogs.	Completed. The Centre has introduced the practice of utilising PAD dogs to search the property of reception prisoners. Whilst the Centre's dog squad has limited PAD resources to support their daily operational availability they retain prisoner property until dogs are available to undertake the searching activity. The Centre was maintaining a record of these searches in the reception store log book but has recently introduced a discrete register of PAD searches of prisoner property.
3	Medium (p.4)	The Centre review the practice of sequential processing of prisoners in the Reception Store.	Completed. The Centre provided documentary evidence that it had undertaken a review of its processing of prisoners during the reception process. The result was that whilst sequential processing was not the most time efficient practice, the reception store was distant from other service areas and had only one interview room available. The physical resources available clearly hamper the consideration of the introduction of alternative processing practices.

4	Medium (p.4)	The Centre develops an accountable process that ensures that prisoners are provided with the opportunity to make a telephone call free of charge on the day of reception.	Completed. Inspectors were provided with evidence including advice from prisoners that all reception prisoners are provided with the opportunity to make a free telephone call on their day of reception. This call is normally provided in the accommodation unit by an activities staff member.
5	Medium (p.6)	A review is undertaken of the Centre induction to ensure that information is presented in the most appropriate style suitable for the population, by a range of staff from various functional areas and, that consideration is given to the inclusion of a prisoner representative.	Completed. The Centre has reviewed its induction format and has made some instrumental changes to the timing and structure of Inductions. Inductions occur on Monday and Friday with different modules on both days. The centre advises that: <ul style="list-style-type: none"> <li>• New receptions attend two separate inductions in their first week at the centre. This allows for a better quality approach in delivering information to prisoners due to the reduced timeframes and the ability to involve a broader group of staff.</li> <li>• The sessions involve staff from Q-Health, Activities, Education, Cultural Liaison Officers and the Employment Officer.</li> <li>• Training in Safe Food Handling is also delivered to prisoners at these sessions facilitated by the Education Officers.</li> <li>• A power point presentation delivered at the induction sessions has also been replaced with a more user friendly version, one that has more simplified language.</li> </ul> Feedback from prisoners indicates that the new format is an improvement and is easily understood by them.

6	Medium (p.7)	The Centre ensures that Approved Cell Property notices are available in each unit.	Completed. Inspectors found that cell property lists are now available in each secure accommodation unit cell and each residential accommodation unit.
7	Low (p.8)	The Centre discusses with prisoners their sanitation concerns.	Not reviewed.
8	Medium (p.11)	Centre management ensure that custodial staff play an active role in assisting and supporting prisoners to participate in structured and meaningful activities.	Not completed. Emails have been provided as evidence regarding a 'project' to increase meaningful activity, resulting in an updated activities timetable. This recommendation however, is more focused on case management and encouragement by staff to actively involve themselves in the use of time by prisoners. Therefore, it is considered that more work is required in this area.
9	Medium (p.12)	Unit staff are to be encouraged to familiarise themselves with the recent case notes of the prisoners within their unit.	Partially completed. Evidence of morning briefs have been provided, wherein it is stated that staff are to complete case notes. While some steps have been taken to encourage staff to familiarise themselves with the case notes and the case management of prisoners within their unit, a random review of IOMS found a variable use of case noting and this impacts upon achieving finalisation of this item. There is a clear pattern that a cell search prompts a case note entry, and on a general basis, an entry will occur each 10 days (note that the QCS procedure requires one each week). It is noted that offender development staff appear to have a practice of valuable case note entries.

10	Medium (p.13)	<p>The Centre develops a system to ensure that weekly case notes are written on each prisoner and that the contents comprehensively summarise the engagement undertaken with the prisoner, his overall behaviour, attitude, circumstances and any changes to such.</p>	<p>Partially completed.</p> <p>The centre advised that it has developed a method for ensuring that case notes are completed (although reference must be made to the inspectors comments at recommendation 9). Correctional Supervisors provide a list of case note requests to staff at the morning briefing. Staff are required to email Correctional Supervisors on completion of the case note tasks.</p> <p>The Manager, Compliance and Performance undertakes regular audits of case note reporting to ensure qualitative inputs and completions.</p> <p>A review of prisoners case notes indicates that in many cases case notes are being completed on a regular basis, however the centre advises that a recent External Audit of Case Noting was conducted by the Manager, Compliance on behalf of SAAC and the result was 65% regular case notes being completed for prisoners.</p> <p>The centre is aware of the issues in regard to case notes and case summaries being completed and has focussed on these matters as a centre compliance target.</p>
11	Medium (p.13)	<p>The Centre develops a system to ensure that Behavioural Case Reporting (Periodic), Behavioural Case Reporting (Summary) and Employment Reporting is completed in accordance with Agency procedures - Case Noting and Case Reporting.</p>	<p>Not completed.</p> <p>A review of prisoners Case Files indicates that there has been limited improvement in completion of Behavioural Summaries, however, there is little or no progress in completion of Employment Summaries across the broader centre.</p> <p>The centre advises that case loads have been developed for prisoners in the kitchen however many other areas including Domestic and Industries areas are not completing employment summaries.</p>



12	Low (p.14)	The Prisoner Handbook be updated to reflect the Centre's anti-bullying policy.	Not reviewed.
13	Low (p.14)	The Centre considers engaging prisoners in the development of a centre wide strategy aimed at confronting and reducing intimidatory and violent behaviour.	Not reviewed.
14	Medium (p.17)	The Centre develops and implements a coordinated strategy to recognise and provide opportunities for cultural expression and development.	<p>Not completed.</p> <p>The centre indicated that their efforts in this area were in the development of a cultural precinct, however, they have been unsuccessful in gaining the required funds through a capital bid. They have instead implemented cultural activities within Education block classroom L17.</p> <p>Whilst inspectors were able to find evidence of a room in Education Block being allocated to the meeting of Elders, this room is yet to be developed to provide a meaningful atmosphere of cultural dedication. It is understood that whilst further work to this room will occur to promote its multi-cultural use, it remains as a standard room in the Education block. A strategy aimed at cultural expression and development at the centre is yet to be commenced.</p>
15	Medium (p.17)	The Centre ensures that the prisoners are aware of the cultural staff, what service they provide and how they can be contacted.	<p>Completed.</p> <p>The centre have included the CLO's in the prisoner induction to ensure exposure to prisoners. Inspectors were able to confirm through conversation with prisoners, that they were aware of these positions, and the general services that they provided within the centre.</p>

16	Medium (p.18)	The Centre defines the role and function of the Indigenous Liaison Officers and provides this information to all staff.	<p>Completed.</p> <p>The centre has sent an email to all staff of Woodford, outlining the roles of the Cultural Liaison Officers and the Cultural Development Officer, and distinguishing between these.</p> <p>Many staff are aware of the fundamental differences with the roles, but the Inspectors are of the view that ongoing reinforcement would be beneficial.</p>
17	Medium (p.18)	The Centre, in consultation with the Agency, considers the development of a facility for prisoners of all cultures to assemble and celebrate their culture.	<p>Completed.</p> <p>As per recommendation 14 - whilst a precinct idea was formulated, the lack of enabling funds did not progress this idea. As the centre have provided evidence of considering this item, this item is marked as completed.</p>
18	Medium (p.21)	The Centre to review the information available to visitors with a view to ensuring that it covers such topics as: suspension and banning of visitors; encouraging visitors to communicate any concerns for the prisoners' well being.	<p>Completed.</p> <p>The Centre provides advice to all visitors by way of a leaflet that advises on the conditions that will cause the centre to suspend or ban visitors and the related the review process.</p> <p>The Centre's revised visitor's booklet contains encouragement for visitors to contact centre management when they have any concerns regarding the welfare of a prisoner and outlines the process of communicating these concerns.</p> <p>Posters providing similar information on both these subjects are prominently displayed in visitor areas.</p>

19	Medium (p.24)	The Centre makes blue envelopes freely available to prisoners in a manner that provides for anonymity.	<p>Not completed.</p> <p>The Centre advised that they had not implemented a process to ensure that blue envelopes are provided to prisoners in a manner that ensures anonymity. This was confirmed by prisoners and observations by Inspectors. The Centre advised that it intends to have document holders manufactured by the centres industry section and placed in accommodation areas in a manner that addresses this recommendation.</p> <p>In the interim, the Inspectors noted (and were advised by prisoners and staff) that a temporary measure of the blue letters being available from a plastic sleeve at the front of the officer station, had been implemented. Staff and prisoners advised that this was a recent development. It was also problematic as it still provided staff with the opportunity to identify and question prisoners when they attempted to obtain a blue envelope.</p>
20	Medium (p.24)	The Centre undertakes regular analysis of statistical data regarding prisoner complaints.	<p>Completed.</p> <p>The General Manager has a process of review of prisoner complaint data and has developed a complaints register spreadsheet. Tabs have been created for complaints in specific areas. The centre advised that there have been some issues in maintaining the register and ensuring that all prisoner complaints are recorded.</p> <p>In addition, the GM Support Officer records all blue letters on a spreadsheet and provides a copy of all complaints to the General Manager for review.</p> <p>The General Manager reviews the recorded complaints to ascertain any general themes or issues from prisoners that might require redress within discrete areas of the centres operations.</p>

21	Low (p.26)	The Agency considers engaging in statewide negotiations with AA and NA with a view to providing a consistent level of service to all centres.	Not reviewed.
22	Low (p.29)	Management coordinates the random scrutiny of the E&VNA, Literacy and Numeracy Screening and Education Plans that are undertaken by Centre staff, to ensure that the assessments are completed according to Agency procedure and to an appropriate standard.	Not reviewed.
23	Medium (p.33)	The Centre undertakes a review of the Residential exercise area to ensure that the appropriate level of supervision is applied and that the environment is engendering a pro-social culture suitable for a custodial environment.	Partially completed.  The Centre demonstrated that it has undertaken this review and as a result has dismantled the exercise equipment at the rear of the movement control/administration area. The Centre has purchased new prisoner exercise equipment that is in the process of being installed in areas that are in view of custodial staff.
24	Medium (p.33)	The Centre undertakes a review of the physical activities provided to the prisoners including but not limited to: <ul style="list-style-type: none"> <li>• Needs analysis;</li> <li>• Promotion and encouragement of healthy lifestyles and the activities available;</li> <li>• Define the role of the Activities staff in the provision and supervision of activities; and</li> <li>• Scheduling</li> </ul>	Partially completed.  The Centre has reviewed its activities schedule resulting in increased services available to prisoners. It has also put in place the practice of activities staff attending accommodation areas to announce and encourage attendance at activity sessions.  However, whilst the Centres intent to undertake a prisoner needs analysis in relation to physical activities was evident this has not been completed due to resistance by staff.  The Centre advises that the provision of physical activity services to prisoners has the potential for further review.

25	Low (p.35)	The Centre ensures that notices advising prisoners of the structured day are available on each unit noticeboard.	Not reviewed.
26	Medium (p.37)	<p>The Prisoner Induction Handbook is updated to provide:</p> <ul style="list-style-type: none"> <li>• a comprehensive list of Centre rules;</li> <li>• advice to the prisoner on how to comply with those rules;</li> <li>• the consequences for non-compliance;</li> <li>• breach process including prisoner entitlement to request a review; and</li> <li>• in a language appropriate for the population.</li> </ul>	<p>Partially completed.</p> <p>The Centre has reviewed the Prisoner Handbook and a new version of the Handbook has been in place since July 2011.</p> <p>A copy of the Handbook was reviewed and the information was found to be of an appropriate standard for the prisoner population. The information in the Handbook is comprehensive. The issues in relation to the centres rules have been addressed across all areas within the centre.</p> <p>Further improvements however, are encouraged in the specific recommendation referencing breach processes and the prisoners entitlement to request a review. It is considered that more detail in this section is important.</p>
27	Medium (p.40)	The Centre ensures that prisoners are advised in writing of the reasons for suspensions or termination and appeal processes.	<p>Completed.</p> <p>The centre has amended their suspension / termination form to include a written outline of the prisoners right to seek an appeal of a decision.</p>
28	Medium (p.41)	The Centre explores creative opportunities to generate increased work activities to provide greater diversity in skill acquisition and increase in the number of prisoners being meaningfully employed.	<p>Completed.</p> <p>Exploration has occurred, resulting in a number of new projects coming into the centre. Inspectors were able to evidence the ongoing efforts of industry initiative procurement by local industries staff. This included community service project initiatives.</p> <p>Inspectors were also able to evidence the ongoing flexibility of the industries local organisation, to move equipment and workshops where new opportunities could be introduced.</p>

29	Medium (p.42)	The Centre reviews local employment practices for food services with a view to providing a consistent and skilled labour pool by prioritising labour retention.	Partially completed. The centre recognised the value that a waiting list would provide, however, due to the transient nature of the population, in addition to poor behaviour demonstrated by prisoners at times, it appears that this recommendation cannot be achieved in its entirety.
30	Medium (p.43)	The Centre employs strategies to formally address and alleviate any concerns or perceptions raised by prisoners regarding food quality and quantity.	Partially completed. The centre provided evidence that the Food Services Co-ordinator attends PAC meetings when required and then meets with the kitchen team to discuss. Given the level of complaint that this area often receives from prisoners, Inspectors are of the view that this item would be better attended to with the Food Services Co-ordinator attending each monthly PAC meeting.
31	Medium (p.46)	The Centre implements a system to ensure that all OMPR panels have custodial representation.	Not completed. The Centre has not been able to develop a method to allow for custodial representation at OMPR or SPA meetings with prisoners. The Centre advises that OPRC OMPR/Parole considerations are attended to by at least one managerial staff person through a system of rosters.

32	Medium (p.49)	The Centre reviews the provision of Transition Support services to ensure that all prisoners have the opportunity to access the service.	<p>Partially completed.</p> <p>The Centre has reviewed its support for the Transitions Coordinator. A volunteer student is able to provide assistance through several days a week to assist with the provision of administrative and contact services for prisoners engaged in the Transitions Program and Transitions Support Services.</p> <p>Discussions with the Transitions Coordinator has indicated that this has been successful and provides valuable assistance in delivering services to prisoners.</p> <p>Whilst this success is noted, inspectors are concerned that voluntary assistance does not provide a permanent strategy for sustainability, and this therefore still requires attention to ensure that the success is not based upon an individual.</p>
33	Medium (p.50)	The Centre reviews and increases the opportunities for prisoners in residential accommodation to acquire independent living skills and reduce institutional dependence prior to discharge.	<p>Not completed.</p> <p>The Centre did not provide evidence that this recommendation had been progressed.</p>
34	Low (p.50)	The Agency considers providing bags free of charge to prisoners on discharge.	Not reviewed.