



Office of the Chief Inspector  
Full Announced Inspection  
Woodford Correctional Centre

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## OVERVIEW AND 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:

Safety:	Prisoners, even the most vulnerable, are held safely.
Respect:	Prisoners are treated with respect for their human dignity.
Purposeful activity:	Prisoners are able, and expected, to engage in activity that is likely to benefit them.
Resettlement:	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. Offender 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 7 areas and 8 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

Woodford Correctional Centre (WDC) is situated about 100 kilometres north of Brisbane in the rural community of Woodford. Woodford Correctional Centre was commissioned in 1997 as a placement centre for male prisoners in South East Queensland. At that time the Centre had a approved capacity of 580 prisoners with a built capacity of 988.

The infrastructure of the Centre is similar to that of most modern correctional centres in the state, offering two styles of accommodation, namely secure and residential. The secure accommodation units (Secure 1) hold 304 prisoners and residential units accommodate 276 prisoners in 46 units of 6 beds.

During 2001, an additional 404 secure beds (Secure 2) were commissioned, bringing the built capacity to 988. Along with the construction of the additional prisoner cells was the associated infrastructure including kitchen, medical, visits, programs and reception. Essentially the additional infrastructure could be operated as a separate centre.

Up until late 2009 WDC had accommodated both mainstream and protection prisoners. However, following an Agency wide assessment of the role and function of the state's centres, it was determined that WDC would no longer accommodate protection prisoners. As a consequence the approved capacity was reduced to 580 as at November 2009 and Secure 2 was placed in reserve.

The Centre was originally constructed with a Special Management Unit, however this was later redesignated as a Maximum Security Unit. This unit is no longer in use.

The Centre also has a Personal Support Unit (which manages prisoners affected by cognitive impairment), a Crisis Support Unit (CSU) and an Identified Drug Use Management Scheme Unit (IDUMS) for prisoners with institutional substance abuse issues.

Additionally, the Centre includes:

- a purpose built education and programs area including a well resourced computer laboratory;
- a spiritual centre;
- hobby rooms;
- a Health Centre;
- a Detention Unit with a sixteen cell capacity, comprising of 14 separate confinement cells and two separation cells;
- a multi-purpose gymnasium and oval;
- an external visits processing centre; and
- 15 industry bays.

The Centre also has a number of local initiatives that the prisoners are involved in such as Kans for Kids, Wastebusters and nurturing baby seedlings for the Caboolture Regional Environmental Education Centre.

## **PRISONER PROFILE AND OTHER STATISTICS**

The Average Daily State (ADS) for Woodford Correctional Centre for the period of the inspection was 545 prisoners. During the same period the Centre had an ADS of 108 Aboriginal and Torres Strait Islander prisoners or 20% of the prison population.

From a review of statistics provided by the Centre, there were approximately:

60% of the population serving sentences from 2 to 5 years in length;  
47% of the population was aged between 21 years to 30 years; and  
50% of the population was incarcerated for violence related offences.

## **SUMMARY OF INSPECTION FINDINGS**

Woodford Correctional Centre, as detailed below received a Whole of Centre performance rating of 2, meaning that it was found to be performing reasonably well against the Healthy Prison Test.

In relation to Arrival in Custody, the Centre was assessed performing reasonably well. There were very strong practices noted that demonstrated an appropriate and humane reception process for prisoners. The Reception Store operation in relation to transfers, court movements and escorts was 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. The Inspectors would like the Centre to consider providing the respective prisoners with 24 hours notice of planned escorts occurring. The Inspectors also felt that the strict sequencing of the reception interviews by specialist staff was resulting in prisoners experiencing long delays in the Reception Store. The Inspectors were also concerned that prisoners are not offered a free telephone call on reception as required by legislation.

Prior to arrival, prisoners were well profiled. The first days in custody for a prisoner appeared to be well managed and appropriate steps were taken to ensure that they are informed of Centre routines and expectations. The Inspectors were pleased to see group inductions being undertaken and the encouragement of a healthy lifestyle while in custody. However, there were concerns regarding the volume and style of information provided as well as the lack of representatives from key service areas in the induction process.

The Centre was rated as performing reasonably well against the Environment and Relationships standards. 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 secure accommodation units have very good surveillance capacity which is a direct consequence of the design. Prisoners were observed to be effectively supervised by staff, with officers based in the units.



There was less interaction noted between prisoners and staff in the residential accommodation area of the Centre. This is most likely the result of the increased independence prisoners are able to experience, however Inspectors would like to see the staff make a greater effort to engage with prisoners. Overall the level of engagement appeared acceptable and appropriate. The design of Secure 1 has officer stations inside the accommodation units. This has the effect of increasing staff visibility and accessibility in units. However the Inspectors endorse the Centre's management desire for the level of engagement to be enhanced.

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 standards of Duty of Care. 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 had 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. The Centre, as stated above has a Safety Unit that has a well evidenced sound reputation for the management of prisoners at risk.

The Centre has a history of proactively managing prisoners who involve themselves in substance abuse whilst in custody. The Drug Users Management Scheme Unit has well established principals and practices including increased drug barrier controls and the opportunity for therapeutic interventions.

Most recently the Centre has established a Personal Support Unit to assist those prisoners who face cognitive challenges. Whilst in the early stages of development, the unit has the basis to provide a safe and supporting environment for prisoners with such needs.

Prisoners are permitted up to two hours of visits per week from Friday to Sunday. The visitors' centre is well equipped and staff employed in the area were observed to operate within an effective security application, whilst demonstrating a helpful, professional manner and treating visitors with respect. Enquiries of visitors and prisoners also 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 except for those prisoners accommodated in the Identified. 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 was 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.

The Centre was found to be performing reasonably well against the Activities inspection criteria. 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.

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. It was also considered that the Activities Officers were not undertaking a proactive or a facilitating role in encouraging prisoner activity or healthy lifestyle. [REDACTED]

[REDACTED] in the residential area and its potential to create an environment not conducive to the expectations of prosocial behaviour.

The Centre provides prisoners with a good range of educational and vocational programs, arts, crafts and hobby opportunities. A challenge faces the Centre to increase the opportunities for prisoner employment with jobs available for less than two thirds of the population.

WDCC 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. All prisoners have access to weekly worship.

The Centre was assessed as performing reasonably well against the healthy prison standards for Good Order. 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 Determination Officer 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 were 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 assessed as performing well against the healthy prison standards for Services. Inspectors observed that the kitchen was 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.

Prisoners were critical of the meals that were provided. The Inspectors were unable to substantiate the prisoners' claims, however felt that the management should take steps to address the prisoners' concerns/perceptions at the earliest possible time.

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, in relation to Resettlement, the Centre was found to be performing well with a strong focus in the delivery of transitions services to offenders. Importantly, discharge planning and delivery of Transitions Programs and Services were well established, with those prisoners pending discharge being assessed and assisted with reintegration at an early stage prior to their discharge. However, Inspectors were concerned that the volume of prisoners seeking the service was potentially greater than what could be provided.

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.

Offender management practices were well established and it was clear that prisoners were consulted in ongoing planning and review. Offender management staff demonstrated a good knowledge of the prisoners subject to their processes.

### PERFORMANCE RATINGS

Overall Centre rating:

RATING	DESCRIPTION
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.

By area:

AREA	RATING	DESCRIPTION
1. Arrival in custody	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.
2. Environment and relationships	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. Duty of care	2	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

AREA	RATING	DESCRIPTION
		there are no significant concerns.
6. Good order	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.
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	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.

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

staff		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	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.
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 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	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 Woodford Correctional Centre (WDCC) is located on Neurem Road on the outskirts of the township of Woodford. The town of Woodford has a population of approximately 5000 and is about 72 kilometres north-west of Brisbane.
- 1.2 This Centre operates with a self sufficient transport and escort component with a structured schedule to and from courts and watch houses. The schedule is designed in a manner that minimises the time prisoners spend in transport vehicles. Longer haul prisoner transfers to other centres are scheduled in an efficient manner. This allows for meal breaks and over night stops ensuring that time spent by prisoners in a vehicle is minimised. Inspectors were advised and viewed transport plans which indicate that comfort stops provide adequate access to toilet facilities and are scheduled at periods of 2.5 hours or less. Prisoners advised Inspectors that they had meals provided at appropriate times whilst on escort.
- 1.3 Information provided to Inspectors by staff and prisoners indicated that prisoners are advised of planned transfers and court attendance by intercom on the morning of the escort at 4:00 am. Early courts are moved to the Reception Store at approximately 4:45 am and provided with a breakfast pack. Further investigation by Inspectors identified that some supervisors advise prisoners of impending transfers at the first nightshift headcount on the evening prior to escort.
- 1.4 It was evident however that some prisoners were aware of their court appearance in advance from other official sources. This raises the question of the validity of the practice of delaying advice of transfer until the early morning. Inspectors appreciate the operational reasons for the early morning wake up calls and early transfer to the Reception Store, however they are concerned regarding the lack of 24 hours notice of advice of transfers.

#### Recommendation 1 (medium):

The Centre reviews its practice and considers providing prisoners with 24 hours notice of pending escorts (subject to well evidenced security considerations).

- 1.5 The operational staffing of the Reception Store covers the period 0500 - 1700 hours. Inspectors observed prisoners being received outside this timeframe. Generally, in an out of hour's situation, the nightshift supervisor coordinates the reception process.

- 1.6 Inspectors observed prisoners being provided with breakfast cereal whilst accommodated in the Reception Store prior to court escorts. However, with early transfers requiring staff involved in undertaking other, tasks prisoners are not provided with a hot drink. Inspectors also observed prisoners being received from Queensland Police Service (QPS) watch houses and other centres being provided with meals and fruit drinks.
- 1.7 All prisoners transferred from this Centre to attend courts are required to wear civilian clothing. Prisoners are provided with their own personal clothing, however if they have outgrown or have limited personal clothing they are provided civilian clothing from stock held by the Centre.
- 1.8 Prisoners attending local courts are not provided with personal property or private cash. If discharged from court they are required to make their own arrangements to return to the Centre to collect their property and money. Sentenced and remand prisoners being transferred to other centres 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.
- 1.9 The Reception Store staff and operations applied to transfers, court movements and escorts were observed to be very professional and efficient. This minimised waiting time for prisoners at the Reception Store.
- 1.10 Escort vehicles attached to the Centre were inspected. They were found to be clean, secure and had adequate storage space for property. The Centre does not have a vehicle suitable for the transport of wheelchair bound or severely disabled prisoners. However, the Centre advised that they could request from Escort and Security Branch the temporary provision of a suitable vehicle. The necessary vehicle checklists were present in vehicles and unitised.
- 1.11 Restraints were applied appropriately by the Reception Store staff and escorting officers. The application of restraints was compliant with agency procedures and prisoner risk levels.
- 1.12 Inspectors observed a number of transfers and receptions and all relevant documentation and files, accompanied the prisoners. Inspectors observed comprehensive briefing of, and documentation provision to, escort staff that included the identification of each prisoner's individual needs.
- 1.13 Inspectors observed Reception Store staff managing prisoners who presented with some difficult, resistant, and sometimes challenging behaviour. The Reception Store staff and escort officers performed their duties in a professional manner. The language used by staff in speaking to or about prisoners was respectful and appropriate.
- 1.14 The transport and escort schedule observed by Inspectors to be operating at this Centre ensures that prisoners are transferred to QPS watch house facilities and court cells prior to court appearance times.
- 1.15 Inspectors were advised and observed that prisoners received out of hours are interviewed and their mental health status assessed by Health Centre and custodial staff prior to being secured in accommodation units.

- 1.16 The Centre has a video link system in operation which is utilised for links with legal aid, video visits and some court appearances.

## 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.

- 2.1 The Offender Management and Intelligence staff profile prisoners prior to reception and provide information to Centre staff. This information is provided in advance to functional areas as required and is presented at the Operational meeting on the morning of the prisoner's arrival. The Centre was observed to make effective use of the information contained in IOMS as a visual presentation at the Operational meeting.
- 2.2 Inspectors observed that escort staff provided all required documentation and appropriate information to Reception Store staff.
- 2.3 Reception Store staff were professional in their interaction with prisoners, demonstrating a respectful, helpful and caring approach. This is a male facility and there were sufficient male staff in the Reception Store to undertake searching procedures.
- 2.4 Inspectors observed the Reception Store processing prisoners one at a time. The search requiring the removal of clothing is carried out in a discreet area and in accordance with legislative and Agency procedures.
- 2.5 Whilst Inspectors observed Reception Store staff undertaking thorough searching of prisoner clothing and property, [REDACTED]  
[REDACTED]  
e [REDACTED] y.

### Recommendation 2 (medium):

The Centre review its practice of searching prisoners' property [REDACTED]  
i [REDACTED].

- 2.6 The reception process observed by Inspectors is designed to ensure one prisoner is processed at a time. The Reception Store staff carried out this aspect of the reception interview in the main area of the Reception Store. This area is as far from the holding cells as the structure permits. Whilst this is limited in its capacity for privacy, Reception Store staff are able to identify any sensitive issues and relocate the interview to a private office if necessary.
- 2.7 The Inspectors did not observe disabled or at risk prisoners being processed during their time at WfdCC. Inspectors were advised by Reception Store staff that they prioritise disabled, elderly and at risk prisoners for processing.
- 2.8 The transfer of prisoners to courts, other centres and liberty is carried out in an efficient manner. However, it was noted new receptions from QPS watch



houses or transfers from other centres are required to be processed sequentially by sentence management, psychologists and health services. This sequential processing is caused by lack of availability of consultation rooms in the Reception Store, which only has one interview room. This creates delays and results in prisoners spending a considerable amount of time in the Reception Store, on occasions having aspects of the custodial reception process postponed until the following day due to lengthy delays.

**Recommendation 3 (medium):**

**The Centre review the practice of sequential processing of prisoners in the Reception Store.**

- 2.9 Inspectors were advised and observed that all prisoners on initial reception are provided with a comprehensive toiletries/amenities pack. Prisoners on transfer from another centre have their accompanying toiletries checked and re-issued. Additional supplies of toiletries are available if required. Prisoners may also make a reception purchase/canteen buy up to the value of \$20.
- 2.10 Inspectors were advised by prisoners and staff, and observed documented evidence, that the Centre places \$5 on each new reception telephone account. This permits prisoners to make an initial reception call, however this \$5 amount is reclaimed from the prisoner at a later date. There was no evidence provided by the Centre that reception prisoners are provided with the opportunity for one phone call at no cost as required by *Corrective Services Act 2006* Section 50.

**Recommendation 4 (medium):**

**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.**

- 2.11 Inspectors visited a number of accommodation areas including the Safety Unit, reception unit and Personal Support Unit. All accommodation including that allocated to new receptions was found to be clean and the cells are adequately equipped and comply with agency standards.

**Immediate Risk Needs Assessment (IRNA) and other Assessment:**

- 2.12 All receptions are interviewed by psychological/counselling staff who undertake assessments for self harm, drug and alcohol use and compatibility issues with other prisoners. This process is carried out in an office that provides for privacy.
- 2.13 Liaison with the Department of Communities regarding child safety matters occurs where appropriate. This is carried out by a psychological/counselling staff member.
- 2.14 The Centre has a published anti-bullying document, though the areas of reception and first night procedure are not covered. However, the reception assessment carried out by the psychologist has components that identify vulnerable prisoners. This is taken into consideration in their accommodation placement and if appropriate they may be placed in the Personal Support Unit.

- 2.15 Inspectors observed the interview process carried out by counselling staff and the initial interview by Reception Store staff. The questions and style of interaction by staff was appropriate and included questions to identify if this episode was the first time the prisoner had been in prison. Staff made further enquiries at this stage to identify support from other relatives or friends in the Centre.
- 2.16 The initial assessment carried out by counselling staff includes questions that address the issues of maintaining accommodation, employment, responsibility for children and other family members. These staff will then provide information on who in the Centre is suitable to address identified issues. The induction process includes a component that addresses pursuing a healthy lifestyle whilst in custody.
- 2.17 All receptions including court returns are seen and assessed by Health Services staff on the day of reception prior to being accommodated. All court returns are subject to a self harm assessment.
- 2.18 New receptions are subject to a medical assessment by Health Services staff that includes the areas of self harm, drug withdrawal and alcohol detoxification. Health Services staff put in place immediate arrangements for those who need detoxification and symptomatic relief.
- 2.19 The Centre has a reception unit, Safety Unit and Personal Support Unit. These facilities provided a range of accommodation to provide for the management of prisoners assessed as having specific needs and risks.
- 2.20 Observation of practices and review of IOMS by Inspectors found that medical and risk needs assessments are entered into IOMS on the day the assessment is undertaken.
- 2.21 The provisional cell allocation is done administratively prior to the initial risk assessment being carried out. However the actual cell allocation may be changed as a result of the assessment process.

Protection Issues:

- 2.22 The Centre no longer accommodates protection prisoners. No assessment for protection needs was carried out during the period of inspection. However, prisoners are screened on reception for any potential compatibility issues. Inspectors' reviewed a number of protection assessments and found that they were comprehensive and appropriate. The staff carrying out the assessment explored alternatives to protection and the issues surrounding the protection request. Inspectors were advised the assessments were carried out in areas that provided for confidentiality.

Induction:

- 2.23 During the initial reception interview carried out by custodial staff, reception prisoners are advised about what process will take place as part of their induction, assessment and accommodation placement.
- 2.24 On arrival at the accommodation unit they are interviewed by the unit officer and provided with further information. Inspectors observed the initial

induction information provided by accommodation staff to reception prisoners. This induction included, but was not limited to, information on visits, mail, and telephone operation including reception calls, chaplains, official visitors and the structured day routine.

- 2.25 The Centre conducts weekly group inductions for all new receptions. Attendance is mandatory and non-attendees are accounted for and included in the next scheduled induction. The session is comprehensive and conducted by Education and Sentence Management staff. However, Inspectors are of the opinion that to meet the relevant outcomes for prisoners other key staff should attend the induction sessions such as Indigenous Liaison Officers, custodial, and transitions staff to discuss their areas. Additionally, whilst not paramount, a prisoner representative such as a Prisoner Advisory Committee (PAC) member could be included in the presentation.
- 2.26 The prisoner induction is facilitated by a PowerPoint presentation. The Inspectors felt that with some topics the language that was used was inappropriately sophisticated for the target audience and an excessive amount of detail was provided.

**Recommendation 5 (medium):**

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.

**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 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 Woodford Correctional Centre is a high security facility providing accommodation for mainstream prisoners classified from high to low. Within the secure perimeter there is 'secure' and 'residential' style accommodation. The secure accommodation is divided into two sections known as Secure 1 and Secure 2 and can accommodate 304 and 404 prisoner respectively. Due to organisational changes that occurred in late 2009, Secure 2 is currently vacated. Residential has a capacity of 279 prisoners. The approved capacity for the Centre is 580.
- 3.2 The configuration of cell design is similar to that of other correctional centres and provides good ventilation, temperature, light and space. The secure units and residential accommodation are airconditioned. Residential prisoners have keys to their rooms.
- 3.3 Prisoner accommodation presents well, in that it is clean and organised although some areas are in need of repainting. The cells are designed for single occupancy and there is enough space for each prisoner and their personal belongings.
- 3.4 The infrastructure of the secure accommodation areas ensures that prisoners' communal areas are well supervised. Prisoners advise that they feel safe and there appeared to be satisfactory activity for the prisoners to undertake.
- 3.5 Accommodation units appeared to have an appropriate noise level during the day and prisoners did not express any concern regarding the noise level at night.
- 3.6 All prisoners have access to drinking water at all times of the day. Prisoners are also able to purchase an electric jug for use in their cells.
- 3.7 The Centre does not supply information in relation to the in-cell property items allowable for prisoners.

#### Recommendation 6 (medium):

**The Centre ensures that Approved Cell Property notices are available in each unit.**

- 3.8 PAC meetings are conducted monthly and appear to cover a variety of topics including, but not limited to, prisoner complaints and requests, program involvement and special events/activities. Responses to most items are

provided prior to the next meeting. The minutes are published in prisoner communal areas.

Cleanliness/Maintenance:

- 3.9 Prisoners are provided with necessary cleaning products to keep their cells and communal areas clean. However the prisoners were very critical of a number of areas including:
- Pest control management. Prisoners stated the units were overrun with cockroaches. Management acknowledged a problem with controlling pests and service providers attended the Centre during the period of the inspection;
  - No system of communicating with the store regarding hygiene needs (stock is delivered when cleaners not available); and
  - Too strict on replacement of such items as mop heads.

Recommendation 7 (low):

The Centre discusses with prisoners their sanitation concerns.

Special Needs Accommodation:

- 3.10 Prisoners with special needs are principally located in a unit in Secure (P2) and two units in Residential (RA & RB). In P2 there are 50 cells available for prisoners with cognitive challenges and in RA & RB there are 12 cells available for prisoners who are aged, infirm, cognitively challenged or with mental health issues.
- 3.11 The Centre does not utilise carers to assist with aged or disabled prisoners, however support persons are available for prisoners in the Personal Support Unit P2. The Centre advises that they are not opposed to the employment of carers if the need was to arise in the future, however would need to seek additional funding to resource such positions.
- 3.12 The Centre has a local procedure for Code White Evacuation, however it does not provide direction to staff as to how to evacuate prisoners with a disability.

It has previously been recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 7) that: *“The Agency develops a procedure for the evacuation for prisoners with a disability that allows each Centre to design contingencies to their specific operations, resources and infrastructure”*.

Prisoner Notices:

- 3.13 The Centre displays notices for prisoners on unit noticeboards, programs and other areas when and where required.

Safety and Supervision:

- 3.14 The Centre provides intercoms in each prisoner’s cell. Intercoms are checked weekly including a percentage of checks being carried out by Master Control. Inspectors reviewed logbooks and observed operational practices that demonstrated that prisoner intercoms were answered in a timely manner.

However, only intercom calls of a medical nature are recorded in the Master Control Logbook during nightshift.

- 3.15 During the period of inspection there were no observation panels covered in the units. It was noticed that observation panels were being covered in the Detention Unit by staff for operational purposes. These cells remained under constant video surveillance.
- 3.16 During the period of inspection there were no inappropriate or offensive displays noted.

*Prisoner Clothing and Property:*

- 3.17 Prisoner clothing was in decent condition and appropriate for the climate. Each unit has laundry facilities for the washing of prisoner clothing and linen.
- 3.18 Storage of prisoners' property was considered to be managed appropriately in clean and secure facilities within the Reception Store. Prisoners can access their property on a weekly basis via request form. The Inspectors viewed the process of investigation for lost property and found evidence of fair compensation paid to prisoners if a claim is substantiated.

## 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 met with representatives from the Prisoner Advisory Committee (PAC) and interviewed individual prisoners and staff. Relationships between prisoners and staff were, although reserved in some areas, observed to be conducted respectfully.
- 4.2 In terms of treatment, several prisoners complained about the behaviour of some staff during a recent security operation. It was felt by prisoners that some staff did not show respect in the manner in which they conducted themselves during the operation. Prisoners also indicated that these same staff tended to present as overly authoritative while on duty on normal posts. However, beyond this incident, complaints about poor treatment from staff were very limited in number.
- 4.3 During the inspection, staff were observed to carry out their duties with a satisfactory level of respect and engaged with prisoners appropriately.
- 4.4 Day to day relationships between prisoners and staff appeared to be sound. The manner of interaction between staff and prisoners was observed to be minimal, but appropriate. Discussions with staff about their roles revealed that overall, their focus is security oriented and reflects a need to ensure that their operational duties are carried out professionally and in accordance with procedural compliance.
- 4.5 The Senior Management Team are of the opinion that the level and type of staff engagement with prisoners could be enhanced.
- 4.6 While engagement between some staff and prisoners appeared to be principally for operational purposes, Inspectors also observed a culture within the prisoner population that was resistant to engagement from staff and some prisoners demonstrated that resistance to Inspectors.
- 4.7 On issues of engagement, some Centre staff indicated that they felt that the practice of rotational rostering allowed for some diminution of responsibility, as they move from post to post quite quickly and do not have the opportunity to effect long term working relationships with prisoners. These staff believed that a system where selected posts had longer tenure would be preferable, allowing staff to foster and develop an area resulting in improved outcomes in the area of prisoner management. In this respect, staff with a long period of service at WDCS felt that they had a well developed focus and a good knowledge of prisoners in their area of responsibility.
- 4.8 Inspectors noted that engagement between staff and prisoners, for the most part, varied and reflected the role of the staff member and the containment environment in which they operated (i.e. secure and residential accommodation). Secure officers are on duty inside the accommodation area

and have much more contact with individual prisoners during the day. The fact that there are no 'fishbowls' in secure means that staff are required to be out in the accommodation units. The infrastructure of the secure units facilitates the opportunity for engagement between staff and prisoners even though the prisoners appeared in some cases resistant to such engagement.

- 4.9 Officers were observed to address prisoners appropriately where negative conduct was displayed by prisoners.
- 4.10 It was observed in residential that officers had less engagement with prisoners. This may be because prisoners in this area are more independent and require less support, therefore officers need to be more diligent in seeking out opportunities to engage with prisoners.
- 4.11 Interviews with staff and prisoners indicates that more effort is necessary for some staff where daily routine requires prisoners to be organised and ready for education courses, programs and activities.
- 4.12 Where prisoners are required for programs as part of their routine schedule, there was anecdotal evidence suggesting that accommodation staff did not encourage prisoners to be prepared and ready for movement to the programs area. This meant that prisoners might not be able to participate in some key programs. This has an impact on staff organizing programs in terms of rescheduling, down time for staff running programs or courses, and extra administrative burdens in contacting officers to find out where prisoners were.

**Recommendation 8 (medium):**

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

- 4.13 In most other areas, Inspectors are of the opinion that prisoners are supported and encouraged to take responsibility for their actions. This is evidenced in the Centres response to prisoners who engage in the use of illegal substances. Prisoners are placed in the Drug Management Unit under a management plan that includes interventions, sanctions, privileges and targets until they are able to demonstrate personal responsibility.



## Standard 5 - Case/Unit Officers

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

- 5.1 Prisoners were unable to identify their case officer. Officers are assigned to prisoners within the unit using the cell search matrix as a base for case note responsibility. Officers noted that the impact of the rotating roster reduces the ability of officers to have long term individual responsibility for a prisoner, therefore negating the purpose of case management as a mechanism for engagement, role modelling and support. However, the Safety Unit and Personal Support Unit have a discrete roster which can provide the opportunity for improved case management practices.
- 5.2 The system of staff rotation and assignation of case loads noted in S5.1 places an emphasis on case noting to ensure that incoming staff have access to behavioural and incident records, and that staff ensured that they became familiar with this when managing prisoners. There was no real evidence that this was occurring, and staff generally checked the records only when prisoners became of "interest" through an incident.

### Recommendation 9 (medium):

Unit staff are to be encouraged to familiarise themselves with the recent case notes of the prisoners within their unit.

- 5.3 In addition, some prisoners in Secure have complained that staff may not carry through with requests and frequent delays in the delivery of services occurs. However the Inspectors did not have evidence to substantiate these claims. The Centre is currently awaiting installation of an "Eshopfront" method of managing requests which is hoped to support staff in actuating requests from prisoners and reduce delays in access to services and support staff. This will also provide an accountable system for managers to scrutinise and assess any service provision complaints made by prisoners.
- 5.4 A review of the reports and case notes in the Integrated Offender Management System (IOMS) was undertaken. From the findings and observations, Inspectors are of the opinion the Safety Unit and the Personal Support Unit provided a better quality of record keeping and case noting, and demonstrated a higher level of engagement and knowledge of prisoners in their care.
- 5.5 A review of behavioural case summaries and case notes reveals that the Centre has a system of reporting and auditing case notes.
- 5.6 Case notes were generally being completed, however there were significant periods where notes were not completed for some prisoners on a weekly basis. Case notes appeared to be based on day-to-day issues, incidents and observation, and did not generally demonstrate personal engagement with the prisoner.

Recommendation 10 (medium):

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.

5.7 Similarly, case summaries were inconsistently completed and mainly behavioural, with few if any employment summaries available.

Recommendation 11 (medium):

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.

5.8 Overall, however, there is evidence to suggest that improvements in regularity for behavioural case summaries and case notes have been made in recent months.

5.9 Care plans are developed on an at needs basis. During the period of inspection a prisoner with a serious medical condition had a care plan that included his accommodation in the Safety Unit at night, providing constant staff supervision and support. He was, then on a daily basis, accommodated during the day shift in the residential unit.

5.10 Custodial staff do not attend offender management interviews, therefore opportunities for input into matters relating to the management of prisoners is extremely limited. Input into decisions is based mainly on operational and security matters.

See Recommendation 31

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 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 The Centre has developed and published an anti-bullying policy. This document is available on notice boards however there was no evidence of the policy in the Prisoner Induction Handbook 2009 that was supplied to the Inspectors.

Recommendation 12 (low):

The Prisoner Handbook be updated to reflect the Centre's anti-bullying policy.

- 6.2 There was no evidence of any formal process of prisoners being consulted regarding the threat and their perception of their safety, violence and abuse, and potential strategies to address such matters.

Recommendation 13 (low):

The Centre considers engaging prisoners in the development of a centre wide strategy aimed at confronting and reducing intimidatory and violent behaviour.

- 6.3 Staff appear to be active in supervising prisoners and challenging negative behaviours. The infrastructure of the secure units greatly assists the staff in monitoring poor or anti-social behaviour. Managers are very diligent in the response to poor prisoner behaviour and are seen to drive threat mitigation strategies. The Intelligence staff also play a key role in information gathering and dissemination.
- 6.4 The Centre uses a range of interventions into poor prisoner behaviour including punishment, mediation, counselling and segregation.
- 6.5 Protection prisoners and prisoners under 18 years of age are currently not managed at this Centre.

## 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 The Centre 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.
- 7.2 The Centre has a Safety Unit and a Safety Unit/Safety Order committee that meets on a weekly basis to review individual cases and related interventions. The Safety Unit committee also undertakes a review of self mutilation incidents to identify any systemic issues.
- 7.3 Inspectors were impressed by the management of the Safety Unit and Personal Support Unit and in general the management of At Risk Prisoners.
- 7.4 Risk Assessment Team (RAT) meetings are scheduled on a frequent basis ensuring prisoners are reviewed on at least a 7 day basis and not segregated from the general prison population for longer than necessary.
- 7.5 Staff are trained in contingencies for emergencies and incidents. Data provided indicated that 95% of custodial staff are qualified in CPR, 100% of custodial staff are qualified in First Aid and 98% in Suicide Awareness.
- 7.6 Inspectors observed intercoms being answered in a timely manner on both the day shift and night shift.
- 7.7 The movement of prisoners throughout the Centre is controlled in a safe manner by enclosed walkways and movement control gates.
- 7.8 Inspectors attended a number of RAT meetings and observed that these were chaired by a senior psychologist. The RAT meetings were attended by a nurse, psychologist, counsellor and a custodial supervisor. Staff had independently interviewed the prisoners involved and presented appropriate material and recommendations at the meeting.
- 7.9 Inspectors observed the family of a prisoner, who was subject to an At Risk Management Plan and Safety Order being engaged in discussion regarding his management. A review of records indicates that when appropriate, families and external agencies are contacted and sourced for information and input regarding individual prisoners at risk of self harm.
- 7.10 The visitors' centre where visitors are processed had no display posters or information addressing the subject of reporting concerns regarding prisoners with at risk potential.

See Recommendation 18

- 7.11 Inspectors reviewed a number of IOMS and hard copy At Risk Management Plans and are satisfied that they are prepared with input from the prisoner, they identify needs, and identify persons responsible for implementing the plan.
- 7.12 The Centre had 33 cases of prisoner self mutilation during the previous 12 months. Analysis of these reported incidents identified that they involved nine prisoners, however one prisoner was responsible for the majority of incidents.
- 7.13 Prisoners at risk of self harm or suicide are referred to Prison Mental Health who visit the Centre regularly and provide community support when the prisoner is released.

## 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 During the inspection, prisoners stated that generally staff treat them well. The staff appeared to understand what was expected of them.
- 8.2 Prisoners with disabilities and mental health issues are managed in discrete management units in secure accommodation and in residential within purpose built accommodation.
- 8.3 The Health Centre develops care plans for those prisoners who are medically compromised by their condition, including older prisoners and those with physical disabilities.
- 8.4 There was no evidence that minority groups were treated differently than ordinary prisoner and no complaints were received by prisoners in this respect.
- 8.5 The Centre has a mixed profile of ethnicity amongst the prisoner population. Predominately those prisoners who identify as Australian make up 60%, Aboriginal and Torres Strait Islander 20%, with a growing population of New Zealanders and Pacific Islanders making up 12%. There is also approximately 4% of the population that identify as Asian. While the Centre appears committed to providing some opportunities for prisoners to engage in cultural expression, the Inspectors were unable to find any articulated strategy to address such issues or gain an understanding of where the Centre would like development to occur.

### Recommendation 14 (medium):

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

- 8.6 While the Centre has an establishment for three Indigenous Liaison Officers (ILO) and one Multi-Cultural Officer (CLO) who work across both Residential and Secure accommodation areas, there is little information available to prisoners that informs them of the names or locations of these staff.
- 8.7 No information was found in the Prisoners Handbook, nor were there any posters displayed advertising the support or assistance available from this group. However, during the inspection, the Centre distributed pamphlets and posters to all units providing information to prisoners about Transitions Services.

### Recommendation 15 (medium):

The Centre ensures that the prisoners are aware of the cultural staff, what service they provide and how they can be contacted.

- 8.8 The Centre operates a visiting Elders program on a fortnightly basis and consultation with staff indicates that visits from Elders groups are conducted regularly.
- 8.9 All staff complete cultural awareness training as part of their training as custodial officers and 98% have current accreditation.
- 8.10 The Centre does not have a Cultural Development Officer and Indigenous Liaison Officers report through the Manager, Offender Development. While the Manager, Offender Development provides support for ILOs and raises issues of concern directly to the General Manager, Indigenous Liaison Officers feel that they carry a low profile within the Centre's operational framework. It was reported that on occasions, they would be called to undertake menial tasks that had no relationship to indigenous issues, being called on the basis that the prisoner was indigenous when normal operational processes could have resolved the matter. This may be a result of poor understanding on the part of officers of the role that the ILOs plays in the Centre. Interviews with staff indicate that there is little knowledge within the Centre of the role.

**Recommendation 16 (medium):**

**The Centre defines the role and function of the Indigenous Liaison Officers and provides this information to all staff.**

- 8.11 There was no evidence of inappropriate language being used or directed towards prisoners from culturally or linguistically diverse backgrounds.
- 8.12 Prisoners are able to contact and meet with the Indigenous Liaison Officers when necessary. Request forms are available and urgent requests can be forwarded verbally through unit staff.
- 8.13 Prisoners are able to attend cultural celebrations such as Chinese New Year, NAIDOC, and Pacific Islander Day. The gymnasium is used in the preparation of cultural festivals.
- 8.14 The Centre does not have a multicultural centre or rooms where prisoners from different cultural backgrounds can celebrate their culture or meet with community representatives. The Centre has an Indigenous meeting place set aside in the open at the Residential compound which is rarely used, and is currently being considered for redevelopment.

**Recommendation 17 (medium):**

**The Centre, in consultation with the Agency, considers the development of a facility for prisoners of all cultures to assemble and celebrate their culture.**

- 8.15 Prisoners being received into the Centre are profiled by the management team before arrival, to scrutinise them for any compatibility or security issues. Incidences of prisoners received at the Centre for racially motivated crimes in the community are rare, however there are processes and communication pathways available through management meetings to highlight and act on incidents that occur and draw these to the attention of staff.

## 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 No prisoners are kept at WDCC as purely immigration detainees. All prisoners with outstanding immigration matters or foreign nationals are held until the expiration of their sentence and transferred to immigration custody if their visa is revoked. From discussions it would appear that Sentence Management have a good understanding of such prisoners' rights and entitlements. Staff appear conversant with procedures for managing immigration detainees and/or foreign nationals where necessary.
- 10.2 Observations of interview processes indicates that staff have a practice of checking the status of immigration detainees to ensure that they are managing those offenders effectively and that they are fully informed about the status of the citizenship or deportation. The Centre regularly checks the immigration status of prisoners through normal OMPR and classification review processes or by internal bring up systems.
- 10.3 All prisoners have access to translation and interpreter services.



Standard 11 - Mothers and Babies

Not applicable

## Standard 12 - Contact with the outside world

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

### Visits:

- 12.1 All prisoners have the opportunity to access one personal visit session per week (Thursday, Friday, Saturday and Sunday) and legal visits are provided Monday to Friday. Personal visit sessions are scheduled for two hours.
- 12.2 All visits can be booked by contacting the Visits Booking Centre between the hours of 9.00am and 11.30am and 1.00pm and 3.00 pm Monday to Thursday. Prospective visitors are provided with a comprehensive information leaflet.
- 12.3 Special visits are available on request and are assessed on an individual case by case basis, for example overseas and interstate visitors can request additional visits.
- 12.4 The Centre has a purpose built visitors' centre that presented as clean, well organised and operated. The visitors' centre provides toilets pre and post visits.
- 12.5 Inspectors found no information available to visitors by way of information booklet or by the provision of posters in the visitor's centre encouraging and providing opportunity to share information with staff about concerns regarding prisoners at risk.
- 12.6 Inspectors also found that the criteria to suspend and ban visitors and the associated review process is not included in the information to visitors leaflet, nor displayed in the visitor's centre or visits area.

### Recommendation 18 (medium):

The Centre reviews 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.

- 12.7 Inspectors observed that the pre-visit processing of visitors was efficient and did not impact on actual visit times. Inspectors observed the searching process for visitors. The searching was carried out in an appropriate, respectful and sensitive manner. All searching was found to comply with Agency Procedures.
- 12.8 Visitors arriving late may be permitted to join the next available visit session. If they are not unduly late they may be given a non-contact visit. However the flexibility of staff, particularly supervisors, was evidenced by permitting late arrivals to attend the current session providing security of the area was maintained.

- 12.9 Inspectors' observation and feedback from visitors indicated that visitors were treated in a respectful and helpful manner by staff involved in visitor processing.
- 12.10 The Centre's complaint system for prisoners and stakeholders regarding visits is in place. The process is publicised in prisoner accommodation units and the prisoners handbook and is well publicised in the visits area for visitors information.
- 12.11 Prisoners were processed pre and post visits in a timely and efficient manner. Inspectors observed the searching process for prisoners. All searching was found to comply with Agency Procedures and carried out in a respectful and sensitive manner.
- 12.12 Prisoners subject to Safety Orders are provided with visit access in a visit booth or the non contact visit area dependent on the assessment of risk.
- 12.13 This Centre does not currently accommodate protection prisoners and therefore no dedicated visit sessions for this group are required.
- 12.14 There are no known child sex offenders accommodated at this Centre, however staff appeared cognisant and aware of the safety of children whilst in the visits area.
- 12.15 The visits area and furniture was found to be clean. The 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. The visits area has sufficient non-contact visit facilities.
- 12.16 Prisoners and visitors are permitted to embrace in an appropriate manner at the commencement and conclusion of a visit.
- 12.17 Custodial staff were discrete in their observation of the visit sessions and appeared unobtrusive in they activities, supported by camera coverage and radio communication. It was evident from documentation that they are effective in managing visits in an orderly manner.
- 12.18 The visits area has a purpose built soft floored children's play area were prisoners can interact with their children.
- 12.19 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 visitor's centre has a range of drink and snack machines available for visitors. Visitors can access these pre and post visit sessions.
- 12.20 Inspectors observed the Centre's video conferencing facility in operation. The facility is used primarily for video courts and legal aid. It is available for use by prisoners from remote areas as a video visit.

Telephone:

- 12.21 Arunta telephones are available in each accommodation area including the Detention Unit. The Safety Unit does not have an Arunta telephone system in

place. All prisoner calls in the Safety Unit are officer supervised and monitored.

- 12.22 Each secure unit has two telephones, both positioned in the exercise yard. The placement does not provide for privacy or a quiet environment.
- 12.23 Telephone calls are generally not limited in number, rather by the individual prisoner's funds. However the Centre operates a unit that provides for intervention strategies in response to prisoners who test positive to illicit drug use. In this unit telephone calls are limited to one call per prisoner per day.
- 12.24 In general the prisoners expressed concerns regarding the cost of telephone calls. Inspectors were advised by prisoners that whilst it was expensive they can make overseas calls.

It has previously recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 26) that: *“When the current contract for the delivery of the prisoner telephone system expires, the Agency review call cost for prisoners in regional centres and investigates more cost effective options.”*

- 12.25 Prisoners may request assistance from the block counsellor or psychologist to maintain contact with their children through telephone calls which may be organised, provided contact is not restricted. Psychological/counselling staff may also make arrangements on behalf of a prisoner with the Department of Communities for supervised contact and/or telephone calls with children being managed by this agency.

Mail:

- 12.26 There is no restriction on the number of letters a prisoner may send or receive.
- 12.27 Mail appeared to be processed and provided to prisoners in a timely manner. Prisoner mail was observed to be processed in compliance with legislation and agency procedures.
- 12.28 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.

Newspapers:

- 12.29 A newspaper is delivered to each accommodation area on a daily basis.

## Standard 13 and 14 - Request and Complaints System and Legislative Requirements

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.

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

- 13.1 The Centre has fully implemented the Agency's complaints management system.
- 13.2 The Prisoner Handbook appropriately details the process for making a complaint including managing the matter at the lowest level, blue letters, Official Visitors, Ombudsman and other external agencies. However the Handbook states "Blue envelopes are available via request form to the Accommodation Supervisor and must be signed by the unit/case officer." Prisoners also advised during the inspection that they have been challenged by staff to explain why they require a blue envelope prior to handing them one and that they are required to put in a request form.

### Recommendation 19 (medium):

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

- 13.3 There is no evidence to suggest that prisoners are pressured to withdraw complaints or that they faced recrimination following a complaint being lodged.
- 13.4 There are avenues where prisoners can seek support through the Official Visitors, Ombudsman and Prisoners Legal Service. Prisoners know how to contact the Ombudsman or the OV through the handbook they receive on induction and from the notices about the Centre. There is no evidence that prisoners are discouraged from pursuing a grievance with external bodies.
- 13.5 Although the General Manager advised that she considers each complaint individually, centre management does not analyse the complaints data thereby are missing the opportunity to identify possible systemic issues or trends and therefore take preventative action.

### Recommendation 20 (medium):

The Centre undertakes regular analysis of statistical data regarding prisoner complaints.

Standard 14 - Legislative Requirements

*Note this standard has been addressed above*

## 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 that includes substance related needs. If Health Services staff assess a prisoner as requiring symptomatic relief they will implement a medical regime. This process also identifies if the prisoner requires further assessment. If so, they are listed for the Visiting Medical Officer (VMO) who can refer the prisoner to specialist services if required.
- 15.2 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.
- 15.3 Prescribing regimes for drug and alcohol symptomatic relief conform to Queensland Health policy and protocols.
- 15.4 A Prison Mental Health team from Queensland Health attend the Centre on a regular basis. This team provides a range of assessment and treatment including services to prisoners who have a dual diagnosis of substance abuse and mental health conditions.
- 15.5 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.
- 15.6 A range of drug and alcohol awareness programs have been promoted and posters are in evidence.
- 15.7 The Centre has a dedicated drug intervention unit known as the Identified Drug Use Management Scheme Unit (IDUMS). This unit accommodates and manages prisoners who have tested positive to illicit drug use whilst at this Centre. The interventions are in place in this unit to provide increased barriers and reduced opportunities for illicit drug introduction. The intervention also includes the opportunity for therapeutic interventions.
- 15.8 Community Support Groups such as Alcoholics Anonymous (AA) attend the Centre on a regular basis, however Narcotics Anonymous (NA) do not attend. Throughout the state, Inspectors have found that there is inconsistent attendance of AA and NA at the various centres, which does affect their ability to provide important community based rehabilitative opportunities.

### Recommendation 21 (low):

The Agency considers engaging in statewide negotiations with AA and NA with a view to providing a consistent level of service to all centres.

- 15.9 The intelligence unit staff demonstrated a sound proactive intelligence gathering and target identification process. This was supported by substance

testing, searching and targeting of visitors with the itemiser and a PADD dog.

15.10 Substance testing of prisoners is conducted in line with Agency policy and procedures.

15.11 During the previous 12 months:

- 189 visitors were identified by PADD dogs or the itemiser as giving drug indications
- 81 incidents of drug related finds
- 162 Prisoners failed drug tests.

#### PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	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 Offender 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 A review of prisoners' IOMS records indicates that the Centre is carrying out Education & Vocational Needs Assessments (E&VNA) that were not completed at the sending centre. Although several prisoners were found not to have completed Literacy and Numeracy Screening Assessments, those prisoners were found to have been transferred in from other centres, or had legacy assessments from a previous custodial episode recorded. Inspectors acknowledge that this was a statewide issue that occurred as a result of conflicting direction within the Agency procedure, however this matter has now been clarified.
- 17.2 A review of the E&VNA documents that were completed at WDCC indicates that more detail and analysis could be applied in completing the assessment. Comments were considered to be too brief and lacked depth in sufficiently extrapolating the reasons behind shortfalls in education and training. In addition, some assessments appeared to focus more on the time prisoners were held in custody and not geared towards post-prison release.
- 17.3 Similarly, Education Plans were regularly found to be completed in note form, and did not clearly elicit strategies to be employed in achieving educational or vocational training prior or post release.

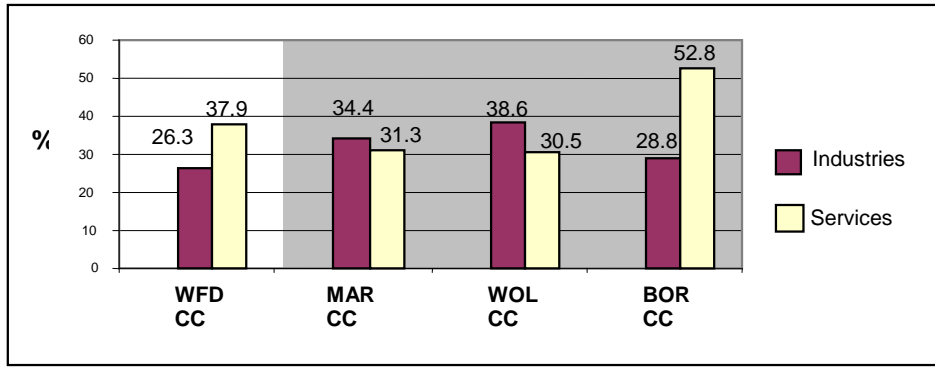
#### Recommendation 22 (low):

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.

- 17.4 The Centre has a structured education program that focuses on learning and skills development in both secure and residential accommodation areas. Literacy and Numeracy, English and Maths are the primary focus for prisoners and additional courses for vocational training and activity based education are available and scheduled on a needs basis.
- 17.5 The Centre offers a range of personal choice, self development and vocational programs. These include, but are not limited to: CAD, Hospitality, Info Technology, Small Business, White Card, Work Readiness, Zen Meditation, Ti Chi, pottery, embroidery and leatherwork.
- 17.6 All prisoners within the Centre have access to educational and vocational training courses on an approval basis. Classrooms are available in both Secure

and Residential Accommodation areas. The Centre also has additional classroom and arts facilities utilised by both accommodation areas which are centrally located in L Block and this is complemented by industrial based training resources in the Industries areas.

- 17.7 Resources for teaching Information Technology are available and prisoners engaged in higher education are supported through allocation of classrooms and tutors, and laptop computers are available for independent study in their cells.
- 17.8 Prisoners who wish to participate in activities are permitted to submit requests to the appropriate areas, and approval is based on suitability and priority. Prisoners who are exempt from employment and not employed due to illness and/or disability, are permitted to receive unemployment/support allowances in addition to amenity allowances. Prisoners who are unemployed have equal access to library and all structured day activities without penalty.
- 17.9 Inspectors noted comments from staff that in the main, prisoners are able to attend programs from either Secure or Residential accommodation areas when required. The Centre has initiated a 'split shift' arrangement between Secure and Residential areas that allows for employment in one half day and attendance at programs and activities in another half day.
- 17.10 Prisoners who work in key areas and might require a full day's attendance at work are permitted to submit requests for attendance at programs considered to be integral to their rehabilitation. These are approved on a priority basis.
- 17.11 A documentation review found that learning and skills development formed an integral part of the Offender Management Planning and Review process. Education Officers attend Offender Management Plan (OMP) and Offender Management Plan Review (OMPR) interviews where prisoners' progress is monitored and arrangements made for further study if necessary.
- 17.12 Documentation included comments about prisoners' education and vocational training needs, and observations of interviews supported the view that prisoners' education and vocational training needs were reviewed and updated regularly.
- 17.13 All prisoners have access to the library resources. The Centre has a well resourced and maintained library including a separate legal library. The library materials were considered to be wide ranging including periodicals, hardback and softcover in both fiction and non-fiction subjects, and were reflective of the Centre's prisoner population.
- 17.14 Employment figures are low but comparable when compared to centres with similar profiles and populations in the region. Statistical data indicates this Centre has the lowest overall percentage rate of employment for a secure custody centre in Queensland. Woodford has a rate of 64% compared to; Maryborough - 66%; Wolston - 69%; Borallon - 82%.
- 17.15 Those figures broken into a ratio of employment in Industries and Centre Services are as:



17.16 In specific areas such as industries, employment activity is low and is somewhat affected by a reduction in the number of prison based industrial contracts and may be reflective of trends across corrections.

See Recommendation 28

## 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 The Health Services staff provide leaflets and information on health promotions e.g. smoking cessation. Health Services staff each carry an individual portfolio that includes health promotions and preventative strategies.
- 18.2 Whilst Inspectors observed that maintaining a healthy lifestyle whilst in custody was promoted during the Centre induction, the activities staff do not participate in the prisoner induction program. The participation of activities staff may provide the opportunity for them to promote personal fitness objectives for the prisoner population and identify current prisoner needs and interests. It was generally observed that the activities staff do not appear to actively promote or encourage a healthy lifestyle during the prisoner's period of incarceration.
- 18.3 Inspectors found that a needs analysis had not been undertaken to identify the physical activities needs and interests of the prison population as a whole. However it was identified that there is one session per week for mature aged prisoners.
- 18.4 Whilst all receptions undergo a medical assessment and may be identified as unsuitable for strenuous work. Inspectors were advised there is no formal link between Health Services and Activities or advice provided to activity officers regarding the prisoner's suitability to be involved in strenuous activity.

It has previously been recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 36) that *"The Agency investigates the possibility of Offender Health Services staff at Centres providing information to activities staff on an individual prisoner's suitability to engage in strenuous exercise"*.

- 18.5 All prisoners have the opportunity to attend at least two gym/oval sessions per week. However Inspector's observations of gym/oval sessions and attendance statistics suggest that not all sessions are well attended. Some scheduling issues were observed with some units having two sessions on a single day and little else for the remainder of the week. The Centre is aware of this and is considering a review of scheduling, content and delivery style of physical activities.
- 18.6 The structured day identifies recreational activity sessions but leaves it very much up to prisoners to decide on attendance. When they do attend they are often left with a "Free Choice" self organised activity session.
- 18.7 Inspectors found no evidence that the Centre substituted unsupervised exercise yard activity for gym/oval access. However the provision of activities equipment and the operation of an exercise station in the residential unit appeared to provide prisoners with opportunity to abstain from Centre supervised activities.

It is the Inspectors opinion that the amount of time devoted to body training in this area was disproportionate to time spent in supervised meaningful activity. Further it was felt that it reduced the opportunity for staff to positively engage with this sub group and there existed a potential for the development of an elitist culture that could impact negatively on prisoner-prisoner and prisoner to staff relationships.

**Recommendation 23 (medium):**

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 prosocial culture suitable for a custodial environment.

18.8 A review of IOMS by Inspectors indicated that there have been ten recorded injuries to prisoners during physical activities during the previous 12 months. Seven of those have occurred whilst prisoners were involved in unsupervised activities.

**Recommendation 24 (medium):**

The Centre undertakes a review of the physical activities provided to the prisoners including but not limited to:

- Needs analysis;
- Promotion and encouragement of healthy lifestyles and the activities available;
- Define the role of the Activities staff in the provision and supervision of activities; and
- Scheduling.

18.9 Inspectors found a good range of arts and crafts in place for prisoners. These include ceramics, leatherwork, card making and painting.

18.10 In cell hobbies, arts and crafts included painting acrylic and watercolours, match work, calligraphy, sketching with pencil, crayons and coloured pencils. Inspectors considered this to be an acceptable range of in cell activities.

## 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 the chaplains.
- 19.2 The Centre has at least one Chaplain in attendance daily. Chaplains have access to prisoners throughout the Centre. Weekly worship is provided both secure and residential accommodation prisoners. Notices regarding chaplaincy visits and religious service timings and location were evident in the accommodation areas.
- 19.3 Prisoners, who for safety or health reasons, are unable to access a religious service can request a chaplaincy visit.
- 19.4 Inspectors were advised by chaplains that the Centre provides the opportunity to hold memorial services for prisoners when family members or close friends have died.
- 19.5 Prisoners can request the provision of religious artefacts. These are approved providing they do not pose a risk to security.
- 19.6 The chaplains provide an appropriate theme to services to celebrate religious festivals.
- 19.7 The chaplains are clearly involved in pastoral care of prisoners and provide support for identified prisoners during the release process.

## Standard 20 - Out of Cell Activities

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 11 hours out of cell time.
- 20.2 Inspectors found an absence of unit notices outlining the structured day in place at this facility. However a review of movement log books and observation of the daily operation by Inspectors indicate that the structured day is generally adhered to.

### Recommendation 25 (low):

The Centre ensures that notices advising prisoners of the structured day are available on each unit noticeboard.

- 20.3 Inspectors viewed log books, spoke to staff, prisoners and stakeholders and found no evidence that out of cell activities were cancelled unnecessarily.
- 20.4 Inspectors were advised 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. However no prisoner is excluded from the opportunity to be considered for work.
- 20.5 Prisoners are allowed to engage in out of cell/unit activities and the range is substantial. Inspectors reviewed case notes and found whilst entered regularly they did not demonstrate that unit officers generally encouraged prisoners to be involved in out of cell/unit activity. The exception being the staff involved in managing the Safety Unit and Personal Support Unit.
- 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.
- 20.7 Inspectors interviewed prisoners, staff, viewed log books and observed activities. Prisoners reported that they feel safe in this facility including whilst attending activities. All activities with the exception of physical activities appeared to be well supervised.

See Recommendation 24

- 20.8 The gymnasiums appeared to be limited in equipment available to prisoners and prisoners have access in line with the structured day timetable.



#### 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.

- 21.1 Inspectors observed that generally staff-prisoner relationships appeared positive. However some PAC representatives complained about the staff and said that they “just want them to do their job” and that the “rotating of officers affects things”.
- 21.2 There are however few opportunities for staff to engage with prisoners beyond normal supervisory responsibilities. However, management appear committed to promoting and encouraging staff actively engaging with prisoners.
- 21.3 The infrastructure of the secure units is very conducive to dynamic security and officers overwhelmingly endorsed the design and the opportunities it provides.
- 21.4 A sound, proactive intelligence system exists that closely monitors potential for adverse associations. This information is used to assist in the management of prisoners on reception, during their stay and for assessment for suitability to transfer to another centre.
- 21.5 Removal of clothing searches were observed to be conducted appropriately and in accordance with procedure. The Inspector found no complaints regarding searches.
- 21.6 The Prisoner Induction Handbook provides little information on the rules of the Centre beyond providing the list of ‘prohibited things’. Some rules were displayed in the units and common areas of the programs buildings. There were no complaints by prisoners regarding the application of rules and routines.

#### Recommendation 26 (medium):

The Prisoner Induction Handbook is updated to provide:

- a comprehensive list of Centre rules;
- advice to the prisoner on how to comply with those rules;
- the consequences for non-compliance;
- breach process including prisoner entitlement to request a review; and
- in a language appropriate for the population.

Use of Force:

- 21.7 In the year to date there were 93 instances of the use of force. This figure was unremarkable when compared against other centres i.e.:
- Woodford - 93 instances: 527 ADS (1:5.6);
  - Townsville - 76 instances: 438 ADS (1:5.4);
  - Brisbane - 63 instances: 490 ADS (1:7.6);
  - Wolston - 55 instances: 523 ADS (1:9.5); and
  - Capricornia - 37 instances: 367 ADS (1:9.9).
- 21.8 There was no evidence of any use of force monitoring undertaken by the Centre, thereby missing a potential source for identifying systemic issues.
- 21.9 There are 97% of the custodial staff who are currently accredited in Control and Restraint. Control and restraint equipment is secured in both accommodation areas and is accounted for daily. Equipment appeared to be in good order.
- 21.10 The Centre ensures that any planned extractions or interventions that involve physical restraint are videotaped.
- 21.11 A review of a sample of incidents documented on IOMS indicates that medical staff attend to a prisoner as soon as practicable following an incident or the application of control and restraint procedures.
- 21.12 The Detention Unit is fit for purpose and is similar in design to all other detention units in Queensland correctional centres.

## 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.

### Safety Orders:

- 22.1 An historical and current review of Safety Orders in the Safety Unit and Detention Unit found that they were used appropriately, in accordance with Legislation and administrative procedures.
- 22.2 Management regularly attends the Detention Unit. Officers are not generally rostered to the Detention Unit, however on occasion when any at risk prisoners are accommodated there, staff are rostered and allocated to undertake observations. The general wellbeing checks are carried out by camera observation with monitors located in the P Block movement control station and at night by Master Control. Wellbeing checks are also undertaken by staff attached to P Block who undertake patrols and headcounts in the Detention Unit.

### Breaches of Discipline:

- 22.3 The Prisoner Induction Handbook provides minimal information on breaches and the review process and the language used may be difficult for some prisoners to understand.

See Recommendation 26

- 22.4 A sample of breach tapes were reviewed. In all cases the breaches were found to be procedurally compliant and the penalties appropriate. In the sample, there was evidence of a breach being overturned when the reviewing officer was not satisfied that the prisoner had sufficient understanding of the rules. In all cases the determination officer ensured that the prisoner was given ample information regarding the process, the outcome and the offence. It was clear from a review of a selection of breach tapes that prisoners do have the opportunity to appeal disciplinary decisions.
- 22.5 There was no evidence of undue delay in the finalisation of breach matters.
- 22.6 Case notes indicated that many prisoners were given warnings prior to officers imposing breaches.
- 22.7 There was no evidence of any unofficial or collective punishment used in the Centre.

## 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 The Centre appears to be making progress towards compliance with the recently introduced Agency procedure - "Offender Employment". An employment meeting is conducted weekly which involves a cross section of relevant staff who review employment requests, suspensions and terminations. The Centre is currently creating an Employment Officer position.
- 23.2 The accommodation status of the prisoners does affect some access to employment, however this is in line with the additional trust and reduced security aligned to those positions. There was no evidence that prisoners had, or knew they could, request a review of employment decisions to demote or terminate.
- 23.3 Prisoners are promoted and demoted based on their behaviour and longevity of service.
- 23.4 Prisoners are not consistently advised in writing or individually consulted with by their manager if termination is to occur. However, the managers also take on the responsibility of counselling the prisoners if there are concerns raised about their behaviour in the workplace.

### Recommendation 27 (medium):

The Centre ensures that prisoners are advised in writing of the reasons for suspensions or termination and appeal process.

- 23.5 Industries offer opportunities for work in metal fabrication, spray painting, wood work and textiles manufacturing such items as pool fencing, prisoner clothing, mattress covers, rescue mannequins, doors and windows and finger jointing. In total there are 15 industry bays (including a Vocational Educational Training (VET) workshop). Currently there are only 7 bays in operation.
- 23.6 As at 27 May 2010 of a state of 543 prisoners, 345 were employed (approx 64%). Of the 345 employed, 132 were employed in industries.
- 23.7 The Centre runs a split shift arrangement (am/pm), therefore many prisoners are only occupied for a few hours each day. There are also some positions such as a residential unit cleaner whose work would only be approximately 1 hour per day.
- 23.8 The type of industries and the associated equipment that is available at the Centre allows for a wide scope of experience for the prisoners. However the amount of work being undertaken is far less than its potential capacity and the resources appear to be significantly underutilised. Inspectors were advised that the industries had suffered as a consequence of the global economic downturn.

Recommendation 28 (medium):

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.

23.9 Prisoners working in this area also have the opportunity to obtain their white card as well as engage in vocational training such as Landscaping, Textiles, Information Technology, Spray Painting, Art and CAD. The Centre was allocated 3500 hours in the 2009-2010 financial year.

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 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 The kitchen and the meals were inspected and the food was found to be fresh and healthy. The kitchen operates according to the Centre's Food Safety Program. They appear compliant in all aspects of food safety and hygiene standards. The food preparation areas are routinely cleaned throughout the process and thoroughly cleaned at the completion of each meal.
- 24.2 There is a process in place for the management of special dietary requirements. Prisoners can request a special diet based on religion, medical needs or personal choice. There are a large number of prisoners (approx 140) who are either on a special diet or are given additional food items (e.g. rice for people for Asian descent). There is a system in place, including a database for the management of dietary requests.
- 24.3 The kitchen is well organised. Some of the larger equipment has been replaced and the Centre has sought additional funding to upgrade in other equipment in the kitchen.
- 24.4 The Centre stated that they are advised 'only on exception' if a prisoner has a medical condition that makes them unsuitable for employment in the kitchen. Prisoners were seen to wear appropriate PPE.
- 24.5 Prior to commencing work in the kitchen all prisoners receive an Induction that covers workplace health and safety and hygiene. They are then followed up at a later occasion to complete a Food Handling Course.
- 24.6 The Centre has also conducted 233 teaching hours or 1296 AHC to date in the 2009-2010 financial year, in the areas of Certificate II Hospitality, Certificate II in Hospitality (Kitchen Operations) and Certificate III in Hospitality (Commercial Cookery).
- 24.7 The kitchen staff report difficulty with the high turn over of prisoners of approximately 40% of the employment group each month. As they recruit from Residential they are finding that many of the prisoners have short sentences and as a consequence stay working for only a short period. This affects the workload of the staff (who need to continually undertake the inductions and training), the skill level of the employees and the continuity of the quality of the product.

#### Recommendation 29 (medium):

The Centre reviews local employment practices for food services with a view to providing a consistent and skilled labour pool by prioritising labour retention.

- 24.8 There is a comprehensive process in place that logs the prisoner and staff complaints, the investigations outcome and what remedial action is taken. During the PAC meeting prisoners were very negative about the quantity and quality of the food, however during the Inspection the allegations could not be substantiated. The Food Services Manager also attends PAC meetings as required.

Recommendation 30 (medium):

The Centre employs strategies to formally address and alleviate any concerns or perceptions raised by prisoners regarding food quality and quantity.

- 24.9 Meal trolleys are dispatched from the kitchen in line with the structured day and appear to wait only the minimum amount of time in the units prior to serving.
- 24.10 The preparation and trayng of the food is well supervised. Strategies are put in place to mitigate the chances of tampering with the food or the transfer of contraband during food transit.



## Standard 25 - Prisoner Purchases

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

- 25.1 There is a wide range of products available for prisoners to purchase. The items are priced similarly to that of a local supermarket. Prisoners are allowed to make purchases up to \$100. A review was recently undertaken to investigate the quantity of items sold in the past 6 months. It was identified that the biggest selling food items were savoury based.
- 25.2 The buy-up lists are available in each accommodation area. Price changes have occurred in line with price changes in the community. At the time of Inspection, prisoners were very concerned with the forthcoming price increase in tobacco.
- 25.3 The product range was reasonable and appears generally to cater for the population. The Centre also facilitates requests for purchases such as bibles, religious artefacts and ethnic CDs. The Centre has a very extensive list of magazines approved for purchase.
- 25.4 At the time of the inspection, the Centre was in the process of collating the responses they had received from prisoner representatives regarding possible changes to the buy-up list. The Centre provided the Inspectors with a schedule of the prisoners' requests accompanied by the decisions made by management regarding each item. They also provided a total number of items sold for each line item on the buy-up.
- 25.5 On arrival at the Centre, the prisoners can access up to a \$20 buy-up so long as they are not already in arrears. Prisoners who are absent from the Centre for medical, court or other reasons are not disadvantaged as they can place a special buy-up request. Buy-up and town purchases occur weekly. Prisoners are not charged an administration or delivery fee.
- 25.6 Prisoners can inquire through their Unit officers as to their current trust account balance. If they seek a more detailed statement this is also available on request.
- 25.7 Prisoner purchases are taken to the unit by bulk store staff who reconcile with the prisoner his purchases against his order.
- 25.8 Hobby materials and sport equipment are purchased through the Activities Officers. Items approved for purchase include, but are not limited to, sports footwear, focus mitts, match sticks, calligraphy pens, coloured pencils, paints, brushes and canvases.

### 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 - Offender Management Planning (*Incorporating classification*)

Prisoners serving sentences of 12 months or more have an offender 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 and Offender Management Planning:

- 27.1 Inspectors reviewed documentation, attended offender management panel meetings and discussed offender management practices with prisoners. While overall the Centre is setting a good professional standard in all areas of offender management planning, there are areas that need some attention.
- 27.2 As a placement centre, WDCC's primary role is managing the scheduling and completion of Offender Management Plan Reviews (OMPR) and where prisoners' sentences were increased beyond 12 month custodial terms, completion of initial assessments and Offender Management Plans (OMP).
- 27.3 A sample of prisoners' offender management documents were reviewed. Generally, scheduling of assessments, plans and reviews were being conducted within the procedural timeframes necessary, however, there were several cases where timeframes exceeded those required.
- 27.4 The OMPR process was well structured within the Centre. Requests for updated information from programs staff were being managed effectively, and reports were being completed prior to the organisation of OMPR panels. In essence, staff attending these panels were familiar with the cases of prisoners being interviewed.
- 27.5 Of concern, and a weakness in the offender management interview process, was the lack of representation from custodial staff during offender management interviews. Discussions with staff indicate that custodial staff do not attend offender management interviews, with the panel relying on behaviour summaries and case notes to discuss employment and behavioural matters with the prisoner.

Recommendation 31 (medium):

The Centre implements a system to ensure that all OMPR panels have custodial representation.

- 27.6 The process of interview with prisoners was well conducted, with staff members and prisoners being given the opportunity to discuss and review the prisoner's progress.
- 27.7 Interviews were conducted holistically, that is to say that all elements of the prisoners circumstances were considered in the balance before any recommendations were made. The prisoner's progress in achieving goals was linked back to the goals of the original OMP, and the prisoners attitudes about offending were tested against the learned outcomes from participation in programs, when required.
- 27.8 Prisoners were provided with opportunity to test the information during interview, and were advised of avenues for reconsideration of decisions if they wished to contest decisions. A written copy of documentation is provided to prisoners after the final decision is made.

Assessments

- 27.9 A review of offender management assessments completed at WfdCC found that in the main the assessments were providing good levels of detail and analysis in their recommendations.
- 27.10 Classification assessments were completed with sufficient detail and provided a clear and balanced method of reasoning in language that a prisoner could understand.
- 27.11 Offender Risk Needs Inventories - Revised were also found to provide sufficient levels of information to establish a clear set of programmed interventions that were suitable for the prisoners when taking into account their history of offending.
- 27.12 Education and vocational needs assessments were found in some cases to be limited in detail and did not provide sufficient depth in understanding the educational and vocational backgrounds of offenders. For example, in cases where prisoners were asked about their level of education reached, a statement of fact was made in the assessment rather than extracting and understanding the reasons for non-completion in areas of study. Similarly, some education plans were found to be brief and completed in 'note fashion'.

See Recommendation 22

- 27.13 A review of prisoners' case files also indicates that there are prisoners who are not being screened for literacy and numeracy. While these numbers may not be directly attributable to the Centre with prisoners transferring in from other centres without screenings, a process for reviewing offenders' literacy and numeracy needs may need to be implemented.

See Recommendation 22

Programs:

- 27.14 Inspectors reviewed the Centres' programs framework. The Centre was found to have a programs schedule that was sufficiently suitable for the profile of the Centre. Waiting lists for programs were reviewed and allocation of places on programs were made on a priority basis.
- 27.15 Discussions with prisoners indicated that sufficient notice was being given in relation to commencement dates for programs to allow for preparation.
- 27.16 Waiting lists for completion of criminogenic programs were considered to be manageable, with adequate programs being scheduled to cope with the current waiting list numbers.
- 27.17 The Centre had sufficient numbers of trained program facilitators for delivery of criminogenic programs.
- 27.18 Education and Vocational Training programs were also of a suitable nature for the Centres profile and the frequency of programs delivered were satisfactory. External program facilitators and tutors indicated that they felt the level of support provided to them by Centre staff was very good.
- 27.19 A review of Annual Hours Curriculum (AHC) percentages indicates that the Centre has provided 79% of its AHC targets for the financial year 09-10. In addition, the number of AHC for literacy were below the rate of expected completion targets, sitting at 56% at the time of the Inspection. It is noted that the Centre has reduced its Average Daily State (ADS) from the time targets were set, and that there are two months to complete before end of year completion dates.

Placement and Transfer:

- 27.20 Consideration of placement and transfers for prisoners following reviews of classification and/or OMPs and OMPRs was based on the needs of prisoners and their individual circumstances. However in many cases, final placement decisions are more likely based on statewide occupancy rates.

Parole:

- 27.21 Inspectors attended parole application reviews during the onsite inspection. The reviews are conducted professionally with good representation from Centre offender management and community based staff from Probation and Parole. Although no senior management representative was available for the reviews attended, the Centre provides a roster for senior managers to attend interviews.
- 27.22 Planning for community based release was well considered by the panel, issues of concern were freely discussed and avenues for remedial action to support prisoners on community based release were well thought out.

Discharge:

- 27.23 The Centre has a sound process for discharging offenders. Appropriate checks are conducted to ensure that the orders for discharge comply with legislation and aspects of the prisoners sentencing.
- 27.24 Prisoners who are released on community based orders have an interview with offender management staff to inform and outline all responsibilities of the prisoners in complying with the order.

## 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 offender in order to maximise the likelihood of successful reintegration into the community.

### Transitions:

- 28.1 The Centre employs one Transitions Coordinator with responsibility for organising and supporting prisoners who are scheduled for release. The Transitions Coordinator has a thorough method for reviewing and assessing prisoners eligible for discharge to ensure that they have opportunity to attend the Transitions Program or avail themselves of the Transitions Support Services.
- 28.2 It was observed by the Centre that there has been a change over time in the profile of prisoners who are accommodated at WDC. Previously there were many more prisoners serving longer sentences who would complete the full Transitions Program, with shorter sentenced offenders being assessed for the Transitions Support Services. When the Centre had an ADS of 750 plus, the Transitions Coordinator was funded and supported by an administrative support officer. With recent downsizing of the Centre to around 500 plus prisoners, that position was reassigned, however, with the changing profile of prisoners being received by the Centre, a larger number of short sentenced prisoners entered the Centre. This meant that a higher turnover of prisoners being discharged to community was being experienced and the increase throughput of prisoners requiring individually tailored services placed additional administrative pressure on Transitions Services.
- 28.3 Sufficient Transitions Programs are being delivered by the Centre for prisoners serving longer sentences or those assessed as suitable using the screening tool for eligibility, with four full Transitions Programs being offered over the last financial year. The Transitions Coordinator advises however that it is too difficult administratively to manage the higher numbers of prisoners with short sentences, and that on many occasions there are prisoners who may not be interviewed or assessed.

### Recommendation 32 (medium):

The Centre reviews the provision of Transition Support services to ensure that all prisoners have the opportunity to access the service.

- 28.4 Transitions Services were found to not be well advertised within the Centre. Few posters or information brochures were found in accommodation or prisoner access areas. When this was brought to the attention of staff, information posters and brochures were immediately organised for all areas.
- 28.5 A review of prisoners' OMPRs indicates that planning incorporates assessment of prisoners needs prior to release dates. Inspectors attended OMPR parole panel interviews. For those reviews attended, a review of the

prisoner's draft OMPR indicated detailed reports, comments and recommendations covering areas of Criminogenic, Education and Vocational Training and Transitions Programs.

- 28.6 A review of offenders OMPR documents with pending release indicates that comprehensive planning for assistance with release has been undertaken with good attention to specific assessment and recommendations for pre-release needs and connections with community based services.
- 28.7 Arrangements for prisoners who require Palliative Care are currently managed by QHealth. Prisoners who require palliative care upon release are managed in accordance with a health plan provided by the Health Centre.
- 28.8 The Centre has regular weekly case management meetings within the Centre as part of its Prison Mental Health Service. Prison Mental Health Services takes responsibility for continuity of mental health needs on discharge. This appears to be a very effective support arrangement between the two services.
- 28.9 Prisoners in residential at WDC are unable to either prepare their own meals or take responsibility for their own domestic duties. The Centre pays prisoners to clean the residential accommodation units.

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

- 28.10 Prisoners without suitable clothing for discharge are provided with clothing from stock held in the Reception Store. While it was observed that some prisoners were discharged with a discrete, appropriate carry-all it was found that the Centre charged a nominal cost for the bag. Therefore those prisoners without funds or prioritising funds for other purposes, are not provided with a discrete bag to carry personal property.

**Recommendation 34 (low):**  
 The Agency considers providing bags free of charge to prisoners on discharge.

- 28.11 The Reception Store facilities include laundering equipment. Clothing stored in prisoner property that is found to be in storage for excessive period of time, can be laundered and cleaned prior to issue.

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.

## APPENDIX A

### 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).
2	Medium (p.3)	The Centre review its practice of searching prisoners' property with a view to increasing drug detection by utilising PAD dogs.
3	Medium (p.4)	The Centre review the practice of sequential processing of prisoners in the Reception Store.
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.
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.
6	Medium (p.7)	The Centre ensures that Approved Cell Property notices are available in each unit.
7	Low (p.8)	The Centre discusses with prisoners their sanitation concerns.
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.
9	Medium (p.12)	Unit staff are to be encouraged to familiarise themselves with the recent case notes of the prisoners within their unit.
10	Medium (p.13)	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.
11	Medium (p.13)	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.
12	Low (p.14)	The Prisoner Handbook be updated to reflect the Centre's anti-bullying policy.



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.
14	Medium (p.17)	The Centre develops and implements a coordinated strategy to recognise and provide opportunities for cultural expression and development.
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.
16	Medium (p.18)	The Centre defines the role and function of the Indigenous Liaison Officers and provides this information to all staff.
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.
18	Medium (p.21)	The Centre to review the information available to visitors with a view to ensuring that it covers such topics as: <ul style="list-style-type: none"> <li>• suspension and banning of visitors;</li> <li>• encouraging visitors to communicate any concerns for the prisoners' well being.</li> </ul>
19	Medium (p.24)	The Centre makes blue envelopes freely available to prisoners in a manner that provides for anonymity.
20	Medium (p.24)	The Centre undertakes regular analysis of statistical data regarding prisoner complaints.
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.
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.
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 prosocial culture suitable for a custodial environment.

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>
25	Low (p.35)	The Centre ensures that notices advising prisoners of the structured day are available on each unit noticeboard.
26	Medium (p.37)	The Prisoner Induction Handbook is updated to provide: <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>
27	Medium (p.40)	The Centre ensures that prisoners are advised in writing of the reasons for suspensions or termination and appeal processes.
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.
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.
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.
31	Medium (p.46)	The Centre implements a system to ensure that all OMPR panels have custodial representation.
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.
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.
34	Low (p.50)	The Agency considers providing bags free of charge to prisoners on discharge.

## APPENDIX B

### Inspection Team

Andrew Brown, Chief Inspector  
Kerrith McDermott, Senior Inspector  
Dave Crothers, Inspector  
Mark Trichet, Inspector