

OFFICE OF THE CHIEF INSPECTOR

Chief Inspector Report, 2016

*Brisbane Women's Correctional Centre Full-Announced
Inspection Report, 16th to 20th of November 2015*



Queensland
Government

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Brisbane Women's Correctional Centre Inspection Report

Inspection Team

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Note about Glossary of Terms

The report has been written with an aim of limiting the use of industry terminology, abbreviations and acronyms. There is however an exception to some commonly mentioned business areas:

- Brisbane Women's Correctional Centre – BWCC

If there is any further terminology which is unclear or unfamiliar please do not hesitate to contact the Office of the Chief Inspector via [REDACTED] for clarification.

EXECUTIVE SUMMARY

This report sets out the evidence and findings of the Office of the Chief Inspector **Full-Announced Healthy Prison Inspection** of Brisbane Women's Correctional Centre (BWCC) that was undertaken from 16 to 20 November 2015.

BWCC, located on Grindle Road in the suburb of Wacol, was commissioned in 1999 with a built capacity of 258 beds. The centre provides remand, reception and assessment functions for female prisoners in southern Queensland. It is also a placement centre for female prisoners from any location in Queensland.

BWCC was awarded an overall rating of 2 which means that the centre is performing well against the Chief Inspector Inspection standards. There were some weaknesses, but either they were not considered significant, or, if they were significant, they existed only in a small number of areas.

The following table identifies areas performing strongly and those requiring improvement at a local, centre or business unit, level:

Areas Performing Strongly	Areas Requiring Improvement
<ul style="list-style-type: none"> The reception process was based on safe containment of prisoners through identifying and addressing individual risk and need. At-risk management plans were well communicated to correctional officers managing at-risk prisoners. Prisoners in the S4 Safety Unit spend most of the time in the common area of the unit actively engaged by correctional officers in structured activities. Prisoners were screened for substance dependency and provided assistance with symptomatic relief. An integrated transitions process supported by a three tier case management system identifying and supporting the re-entry needs of female prisoners. 	<ul style="list-style-type: none"> Lack of compliance with the 'Shared Cell Accommodation Placement consideration factors' procedure requirements. Statutory required medical assessments for prisoners on safety orders were conducted with limited interaction in relation to the prisoner's health and well-being. The regular redeployment of correctional officers resulting in cancellation or re-scheduling of planned activity/oval sessions. The BWCC Incentives and Enhancements Program basic level was considered by prisoners and correctional officers as a de-facto breach of discipline process. The BWCC 'Local Instruction – Urinalysis Testing and Management' for removal of clothing searches may not be in accordance with corrective services legislation. There was no Aboriginal and Torres Strait Islander cultural centre/meeting place.

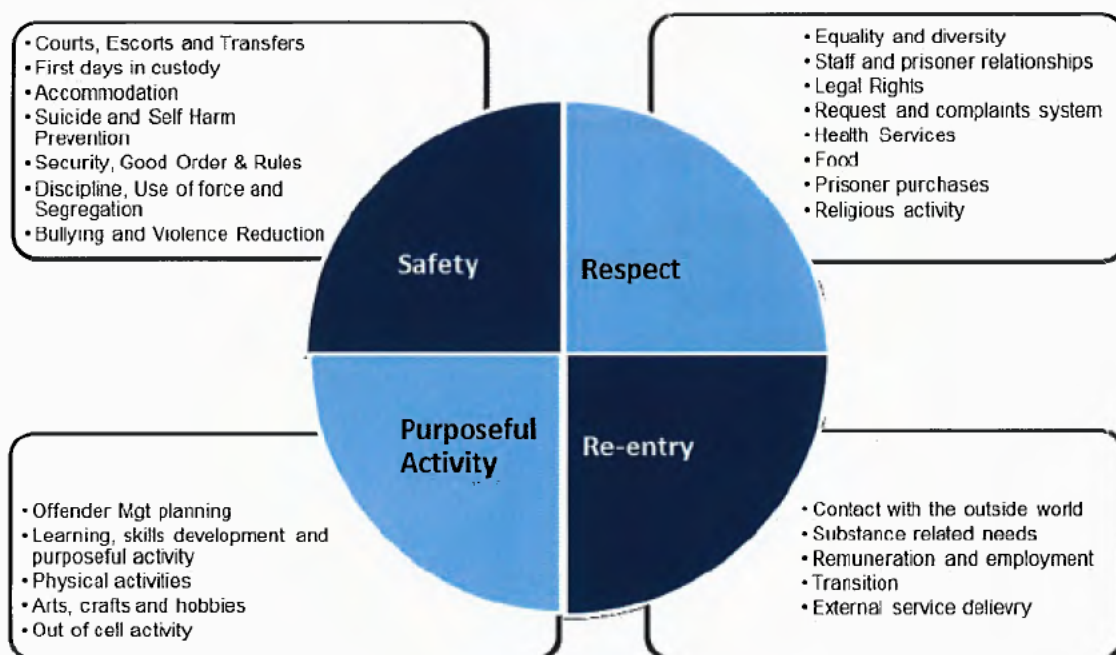
In addition to the above, a number of system level issues were identified, namely:

- Long Term Segregation of Prisoners – several prisoners had been segregated on a safety order continuously for an extended period of time (four prisoners had been segregated for periods of 12 months or more);
- Health Services – multiple issues; including:
 - 43 prisoners awaiting assessment and intake with Prisoner Mental Health Services; and
 - 102 prisoners listed to see the dentist equating to a two to four month waitlist.
- Intervention Programs – while Queensland is performing well having regard to its program quality and outputs based on funding levels, not enough prisoners receive the benefit of the quality programs that are delivered.

INSPECTION TYPE AND METHODOLOGY USED

The Office of the Chief Inspector undertook a **Full-Announced Healthy Prison Inspection** of BWCC in the week of 16 – 20 November 2015. Inspections are used to provide an assessment of the performance of correctional facilities against the Chief Inspector's Healthy Prison Inspection Standards, which focus on secure, safe and humane environments for prisoners and staff. These inspections review a number of areas within a prison based on the four "tests" of a healthy prison used by Her Majesty's Inspectorate of Prisons in the United Kingdom, namely, Safety, Respect, Purposeful Activity and Re-entry.

Queensland Corrective Services Chief Inspector Healthy Prison standards are structured as follows:



A total of 42 inspection standards define the expected performance for each test area, with a further four annexures covering areas of operational practice that may be specific to particular centres based on their role and function – for example, Maximum Security Units. Each inspection standard very broadly describes the treatment and conditions a facility is expected to achieve.

Inspection standards are underpinned by core elements and lists of evidence describing what will normally demonstrate to inspectors whether the standard has been achieved or not. Core elements and evidence lists are not meant to be prescriptive or exhaustive, so that a facility can demonstrate that the expectation has been met in many ways.

A range of methods were used to gather information about the processes, conditions and prisoner outcomes at a centre within the 12 months prior to the inspection.

These included:

- review of documentation and data;
- observation of staff interactions with prisoners and each other;
- observation of prisoners, staff and other service deliverers as they go through a wide range of activities at the centre;
- observation and inspection of the prison environment; and
- interviews with staff and prisoners.

For more information regarding the inspection methodology, please refer to **The Chief Inspector's Inspection Standards**.

The inspection was conducted by a team of five inspectors appointed to conduct the inspection by the Chief Inspector.

BACKGROUND

Centre Overview

BWCC, located on Grindle Road in the suburb of Wacol, was commissioned in 1999 with a built capacity of 258 beds. The centre provides remand, reception and assessment functions for female prisoners in southern Queensland. It is also a placement centre for female prisoners from any location in Queensland.

Information from the Reporting Services database identified the following prisoner demographics for BWCC for the month of November 2015:

- Average Daily State – 372 prisoners;
- Prisoner Time in Centre – 166 less than three months;
- Average Duration of Stay – 333 days;
- Indigenous Prisoners – 30.41%;
- Protection Prisoners – 6.3%;
- Classification:
 - High – 328 prisoners
 - Low – 34 prisoners;
- Prisoner Employment Status:
 - Employed – 172 prisoners
 - Unemployed – 190 prisoners;
- Legal Status:
 - Sentenced – 210 prisoners
 - Sentenced / Remanded – 34 prisoners
 - Remand Only – 150 prisoners;
- Prisoners on Safety Orders – 34; and
- Prisoners on At-Risk Observations – 48 prisoners.

The infrastructure of the BWCC is of similar design to that of most modern correctional centres in the state, offering two styles of accommodation, namely secure and residential. However, within secure there were two different building designs. The S6 secure accommodation block (units S7-S10) was made up of two level modern units that housed between 16 and 24 prisoners each. The S1 secure accommodation block was made up of four separate six bed units. A capacity to allow up to eight children to reside with their mothers in two identified residential units is also provided by the centre.

Additional facilities at BWCC included:

- a 10 bed safety unit that was used to accommodate prisoners engaging in self-harm behaviours;
- a five (5) bed Health Centre which was operated by Queensland Health;
- a six (6) bed Detention Unit;
- a multi-purpose education, programs and activities building;
- a multi-purpose gymnasium and oval; and

- an external visitors processing centre shared with the Wolston Correctional Centre.

Annexed to the secure centre are the Helana Jones Centre and Numinbah Correctional Centre (including the Warwick Work Camp). The inspection of Helena Jones Centre is outlined in **Appendix B – Helena Jones Centre**. A separate Full Announced Inspection report has been completed for Numinbah Correctional Centre.

BWCC is also responsible for the delivery of a number of intervention programs including:

- 'Real Understanding of Self Help';
- Low Intensity Substance Intervention;
- Short Substance Intervention; and
- Pathways.

Industries employment for female prisoners included the making of prisoner uniforms, recycling of clothing and sewing.

The 'QCS Monthly Violence Data Report October 2015' recorded 18 assault related incidents at BWCC for the month of September 2015. This equates to an assault rate per 100 prisoners of 5.02%. The centre also recorded 36 'Nominated incidents' during the same period (injury, offensive behaviour, self-harm, threat against offender and threats against staff).

Findings from Previous Inspections

The last full announced inspection at BWCC (including the Helena Jones Centre) occurred in May 2010, with the centre receiving a rating of '3'. The inspection report stated that the centre was not performing sufficiently well against inspection standards. There were a total of 79 recommendations for improvement made by the inspection team, with 5 of these receiving a risk rating of high, 60 medium and 14 low.

High priority remedial examples for improvement:

- The Centre ensures immediate compliance with the Agency procedure and legislation regarding searching requiring the removal of clothing.
- The Centre immediately implements a process whereby cell intercoms are also tested by master control and recorded.
- A PAC is established at HJC and the accumulation of matters that the prisoners have are dealt with as expediently as possible.
- The Centre undertakes a review of the breaches to:
 - determine if breaching is the most effective response to an incident; and
 - assess the appropriateness of the penalties imposed.
- The Centre reviews and amends its policy on the management of prisoners who refuse to work, are terminated or resign.

Medium priority remedial examples for improvement from the previous inspection:

- The Centre, whilst being cognisant of those prisoners on at-risk observation, provides prisoners the opportunity to wear their own footwear to court appearances and provides prisoners with the opportunity to wear hair ties and/or other articles to hold their hair in position whilst attending court.
- The Agency reviews arrangements whereby four prisoners are accommodated in one room at the HJC.
- The Centre reviews the content and methodology used in the induction including:

- Consultation with the prisoners regarding additional material they would like covered during the early period of their incarceration;
- Attendance of the indigenous liaison officer and Activities Officers;
- Opportunities for prisoner interaction;
- Spatial configuration of the room;
- Relevance of the material being presented; and
- Consideration of other methods to communicate the material other than a reliance on wordy documents and verbal presentations.
- HJC updates its handbook and ensures that the contents for the prisoners are meaningful, relevant and current.
- The Centre reviews the movement and centre access for protection prisoners to ensure that they have increased opportunities to leave their unit.
- The Agency reviews the allocation of accommodation at HJC to ensure that the accommodation style best suits the needs of the prisoner. Options that should be considered include:
 - utilising the accommodation in Store Street on a seven day a week basis;
 - establishing Store Street as a more independent living arrangement (including meal preparation) and/or
 - the accommodation of mothers and children in the Store Street house thereby facilitating opportunities for the mothers to learn skills of independence, (including allowing them to prepare the food for their children).
- BWCC and HJC review furniture requirements for prisoners (including in the protection unit) and make arrangements to increase furniture where needed. If additional furniture is to be purchased, consideration should be given to purchasing that which is most suitable to the needs and risk of the prisoner population.
- HJC arranges for the cleaning of carpets and then establishes a regular cleaning regime.
- The management of air conditioning be reviewed so that an appropriate procedure can be implemented to ensure that during times of significant heat, air conditioning is not turned off.
- The Agency reviews the issue of cooling in the common areas at the HJC.
- Subject to at-risk requirements that may arise for certain prisoners, the Centre ceases the blanket practice of removing prisoners' personal underwear on reception and establishes a process (with appropriate limits) that allows for underwear to be handed in.
- The Centre reviews its unit management methodology to ensure staff have the opportunity to engage with prisoners in a manner that promotes meaningful interactions without the limitations of a physical barrier.
- The Centre ensures that monthly Behavioural and Employment reports and Behavioural Report Summaries are completed as required by Agency procedures.
- Where prisoners may require additional assistance and/or support due to their special needs (e.g. due to a medical condition or disability), the Centre develop care plans in consultation with Queensland Health.
- The Centre documents and distributes its strategy for the reduction of violent and intimidatory behaviour.
- The Centre seeks the Agency's assistance to undertake cosmetic changes to S4's infrastructure.
- The Agency develops a policy in relation to the use of padded cells.
- The Centre ensures that all prisoners accommodated in Unit S4 have an Individual Intervention Management Plan developed in keeping with the Agency Procedure – Safety Orders.
- The Centre, in consultation with the Agency, investigates opportunities to enhance the interventions in S4.
- The Centre places posters in the visits processing building that encourages visitors to report any concern they may have for the prisoner.
- The Centre and HJC develops and implement a strategic plan to provide opportunities for cultural expression and development amongst indigenous prisoners.
- The Centre undertakes some redecoration of the Parental Support Unit to make it appropriate and stimulating for the children.

- HJC implements a cot mattress replacement program.
- The centre considers the involvement of the Parental Support Officer with HJC, with a view to the prisoners being provided appropriate support.
- BWCC and HJC formalises a planning process for the care and development of the children in residence.
- The centre investigates the opportunity for children in residence at HJC and their mothers to have increased exposure to community based activities.
- The Centre reviews the provision of visit sessions for protection prisoners with a view to providing equitable opportunities with that of mainstream prisoners.
- The Centre considers trialling alternative strategies in the operation of the visits area to create a more family conducive environment.
- Funding for additional furniture and shade structure at HJC be sought.
- The Centre makes blue envelopes freely available to prisoners to ensure that prisoners making complaints are not readily identifiable.
- The Centre improves the range of programs available to prisoners at HJC.
- The Centre undertakes a needs analysis of the population to identify suitable physical activities that meets the prisoners' needs and interests.
- The Centre considers purchasing exercise equipment for HJC that meets the needs of the population.
- The Centre reviews the opportunities available to prisoners with a view to increasing the range and skill base of activities suitable for the prisoner population demographics.
- The Centre undertakes an analysis of the population to identify a greater range of arts, crafts and hobby opportunities to meet the needs and interest of the prisoners.
- The policy at HJC that does not allow the prisoners to attend church services in the community be reviewed.
- The Centre considers the opportunity to extend the out of cell hours available to prisoners in Unit S4.
- The centre standardises the provision of exercise equipment to the units that meets the needs of the population.
- The Centre reviews the range of activities available to prisoners at HJC.
- The Centre considers allowing suitable prisoners at HJC to engage in activities in the community.
- The rules of HJC are documented and distributed to prisoners on induction and reinforced during their stay.
- The Centre ensures that the rules of HJC are appropriate for a community based facility.
- The Centre reviews the policy that requires prisoners to be handcuffed to go to the DU regardless of the prisoner's presentation.
- The Agency assists the Centre to develop employment opportunities for the prisoners that will equip them with skills to seek employment in the community and to provide an avenue within their period of incarceration to develop their self-esteem and self-worth.
- The Centre subsidises the haircut prices at HJC.
- The Agency reviews the purchasing arrangements between WCC and BWCC with a view to providing enhanced service delivery and a greater scope to provide goods that are suited to the prisoner population.
- The Centre reviews the policy of charging prisoners for freight costs.
- The Centre provides a greater range of magazines for purchase.
- The Centre provides avenues for prisoners to be consulted regarding the items for purchase.
- The Centre considers allowing appropriate HJC prisoners to undertake their own shopping in the community.
- The Agency continues to undertake the review of the system of classification for female prisoners.
- The Centre takes steps to improve the recording of reasons so that prisoners are provided with meaningful and easily understood reasons for the decisions.
- The Centre ensures that all offender management documentation is completed within the Agency's procedural timeframes.

- The Agency reviews the program type and availability for female offenders and develops strategies to address the therapeutic treatment of the needs of female prisoners.
- The Centre implements a needs analysis in respect of prisoners requiring/seeking parenting and relationship programs and if necessary facilitates program delivery in this area.
- The Centre is to ensure that mainstream and protection prisoners have access to the full Transitions Program at a point suitable prior to discharge.
- The Agency reviews the organisational structure of BWCC with a view to providing and increased overview and focus on offender development.
- HJC explores opportunities for the prisoners to develop independent living skills.
- HJC allows the Warwick Work Program prisoners to make their own purchases whilst in camp.
- The Centre provides suitable carry bags for prisoners who are discharged to ensure that they are not identifiable to the general public as released prisoners.

Low priority remedial examples for improvement from the previous inspection:

- The Centre reviews its management of prisoners for early court escorts to ensure prisoners have the opportunity to access hot drinks prior to leaving the centre on a court escort.
- HJCC ceases the practice of charging prisoners the full television hire fee in circumstances where they are sharing a television.
- The Centre encourages reception store staff to be flexible in the sequential processing of prisoners.
- The Centre schedules protection prisoner's access to the property store.
- The Centre considers engaging prisoners in the development of a centre wide strategy aimed at confronting and reducing intimidatory and violent behaviour.
- The Centre considers the creation of a focus group of indigenous prisoners to assist in directing cultural opportunities within the centre.
- The Centre reviews the possibility of recruiting to the vacant CLO and if not possible, assists the current incumbent to prioritise her work.
- The Centre provides information on the banning of visitors and appeal rights in the visitors information leaflet.
- The centre considers providing the opportunity for an evening visit session at HJC.
- The Centre reviews the timeliness of the mail distribution at HJC.
- The Centre considers instituting a process whereby prisoner complaint data is captured and analysed for systemic issues or trends.
- The Centre ensures that notices are placed in accommodation units that identify the schedule of chaplaincy visits and religious services.
- The Centre considers providing board games to prisoners and institutes a replacement program.
- The Centre ensures that prisoner files and paperwork is secured when staff members are not in attendance.

Follow up Inspection:

A follow-up inspection report was completed in November 2011. The report stated that only the high and medium recommendations were reviewed and a number of these recommendations required substantial policy changes at a local and Agency level, as well as structural, operational and cultural change. In this regard, a number of the recommendations resulted in the allocation of an Agency based project team to undertake research into best practice options. Of the 65 (high and medium) recommendations, one recommendation was no longer applicable leaving a total of 64, of which 56 were completed, three (3) were not completed and five (5) partially completed; namely:

Partially completed

- The Centre seeks the Agency's assistance to undertake cosmetic changes to S4's infrastructure (medium).
- The Agency assists the Centre to develop employment opportunities for the prisoners that will equip them with skills to seek employment in the community and to provide an avenue within their period of incarceration to develop their self-esteem and self-worth (medium).
- The Centre reviews and amends its policy on the management of prisoners who refuse to work, are terminated or resign (high).
- The Agency reviews the program type and availability for female offenders and develops strategies to address the therapeutic treatment of the needs of female prisoners (medium).
- The Centre implements a needs analysis in respect of prisoners requiring/seeking parenting and relationship programs and if necessary facilitates program delivery in this area (medium).

Not completed

- The Centre considers the opportunity to extend the out of cell hours available to prisoners in Unit S4 (medium).
- The Centre subsidises the haircut prices at HJC (medium).
- The Centre undertakes a review of the breaches to (high):
 - determine if breaching is the most effective response to an incident; and
 - assess the appropriateness of the penalties imposed.

CENTRE RATING FOR THIS INSPECTION

A ratings system was used by the Office of the Chief Inspector to provide a measure of BWCC's performance against the relevant healthy prison benchmarks. This rating was determined by assessing its performance against each of the Chief Inspector's 42 standards.

BWCC was assessed overall as:

Rating	Description
2	The centre is performing well against the CI Inspection standards. There is good performance across most inspection standards and core elements. 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.

A detailed breakdown of standard ratings and evidence used to determine them is outlined in more detail in **Appendix A – Evidence Template**. The relevant business units responsible for the implementation of each standard are also identified. Business units were:

- **Statewide Operations** – Centre management and all centre staff including onsite offender development staff;
- **Specialist Operations** - Offender Rehabilitation and Management , Parole Board Secretariat and Sentence Management Services (including onsite sentence management officers); and
- **Offender Health Services** (delivered by relevant Area Health Networks, which are separate legal entities).

INSPECTION SUMMARY

The following provides a summary of the inspection findings:

Safety

Areas working well

- Correctional officers, psychologists and nursing staff involved in the management of prisoners during the reception process demonstrated a commitment to ensuring the safe containment of prisoners through identifying and addressing individual risk and need.
- Psychological services staff evidenced a good understanding of the Elevated Baseline Risk requirements and the duty of care that applied to prisoners.
- First time and youthful prisoners were identified and processed as a priority.
- The notice boards in accommodation units clearly displayed requirements for a prisoner's uniform, cell layout and access times to other areas, such as activities and education, which were readily understandable.
- Unit officers supervised the provision of meals to the prisoners in the secure units to ensure all prisoners received a meal.
- At-risk management plans were well communicated to correctional officers managing at-risk prisoners to ensure the ongoing health and well-being of the prisoner.
- Prisoners in the S4 Safety Unit spent time, in accordance with the assessed risk and need of the prisoner, in the common area of the unit (i.e. out of their accommodation cells), and correctional officers actively engaged with the prisoners through structured activities in the common area.
- A copy of the Form 5 - Safety Order was placed at the door of each segregated prisoner's accommodation cell and interviews with prisoners highlighted that correctional officers had advised the prisoner of the reasons for segregation. In the Detention Unit each prisoner had a segregation file with a signed induction notice.

Areas to be improved

- Immediate Risk Needs Assessments did not have sufficient collateral information checks undertaken.
- Communal areas of secure units were cluttered with property on tables, largely as a result of the overcapacity in the units.
- There was a lack of compliance with the *'Shared Cell Accommodation Placement consideration factors'* procedure requirements.
- A large number of muster sheets in the residential units were incorrect.
- A number of prisoners in the residential units had not been issued a cell door key.
- Doctors undertaking the statutory required medical assessments for prisoners on safety orders had insufficient interaction with the prisoners in relation to their health and well-being.
- There was regular redeployment of correctional officers, resulting in cancellation or re-scheduling of planned activity/oval sessions.
- There was a perception by prisoners that the BWCC Incentives and Enhancements Program was being used as an alternative to the breach of discipline process. Correctional supervisors and correctional officers were also unclear what the difference was between the program and using the breach of discipline process.
- The primary focus of the centre's drug strategy was on reactive enforcement in response to attempts to introduce drugs into the centre and the imposition of sanctions.
- The BWCC *'Local Instruction – Urinalysis Testing and Management'* for removal of clothing searches did not appear to be in accordance with the corrective services legislation.
- Medication was denied to a prisoner by a Queensland Health nurse as a form punishment.
- While reviewed breach proceedings were generally conducted with the intention of being fair, there was shortcomings as follows:

- Inconsistent application of natural justice;
- A lack of information provided to the prisoner regarding due process;
- No explanation of the plea process;
- Unproven or insufficiently proven breaches;
- A ratio of officers present in some of the breach hearings that could be viewed as overwhelming and intimidating (5 or 6 officers); and
- A lack of detail and evidence in the documentation from breach hearings reviewed.
- There was concern regarding the number of prisoners who had been segregated on a safety order continuously for an extended period of time (four prisoners had been segregated for periods of 12 months or more).

Respect

Areas working well

- Interviews with correctional officers and prisoners generally found that staff acted and displayed awareness of their duty to treat prisoners with fairness, natural justice and preserve human rights and decency. The unit staff interviewed stated that victimisation and bullying within units was not tolerated.
- Case note reviews were conducted at two times during the inspection. Reviews demonstrated that case notes were being completed in a timely, professional and appropriate manner.
- A 'pink letter' process for medical complaints had been implemented that was seen as a positive initiative for expediting medical requests.
- Prisoners were screened for substance dependency during the initial assessment and provided weaning doses of Valium to assist with symptomatic relief. Alcohol affected prisoners were provided detox management and pharmaceutical aid over the high risk period.
- Prisoners that were on drug treatment programs in the community were advised of their eligibility for a treatment program during the initial assessment. Incoming prisoners were screened for pregnancy and drug dependency during the initial assessment.
- Prisoners were informed about blood borne viruses and other problems that may arise from substance abuse during the initial assessment and this was also contained in the centre induction.

Areas to be improved

- There was no Aboriginal and Torres Strait Islander cultural centre/meeting place.
- Blue letter envelopes were being stored under the officer's station desks with prisoners required to request envelopes. There was concern that this process had a potential to undermine the effectiveness of the complaints process, as prisoners may be unwilling to request a blue letter from an officer.
- There were 43 prisoners awaiting assessment and intake with Prisoner Mental Health Services. The long waitlist meant many female prisoners had to wait for medical intervention/support. This can be problematic given the special needs of female prisoners; including the high number of female prisoners.
- There were 102 prisoners listed to see the dentist, equating to an approximately two to four month waitlist.
- A Memorandum of Understanding between Queensland Health - West Moreton and Queensland Corrective Services had not been agreed to at the time of the inspection.
- Observation of the Health Centre found that the space was limited and infrastructure limitations were becoming an issue.
- Children in the care of their prisoner mothers were not provided health care by the centre based Queensland Health nursing staff. Children in the care of their prisoner mothers requiring a scheduled/planned medical or health related service were required to be handed out to an external carer. A BWCC local practice required that children leaving the centre with an external carer had to re-enter the centre during a visit time, resulting in long periods of separation from the mother

- The Sunday chaplain scheduled services times were regularly reduced or cancelled. Prisoners accommodated in the S6 secure accommodation block on a basic Incentives and Earned Privileges level believed they were not allowed to have access to church/chapel service, nor were they allowed to access the chaplains.

Purposeful Activity

Areas working well

- Sentence Management Services had effective processes in place for the classification and transfer of prisoners based on assessments of risks and needs. These processes were clearly explained, fairly applied and routinely reviewed.
- The education and learning programs available were carefully considered and procured with the aim of creating realistic and enhanced skill levels in preparation for life and employability beyond incarceration.
- Assistance was provided to prisoners who were parents to maintain a relationship with their children where appropriate (considering whether victims/best interests of the child), recognising the absolute importance for all parties involved. A partnership with the Department of Child Safety had been established to help navigate the barriers and restrictions of the correctional environment.
- A family playgroup session in the centre gym provided a more 'normalised' environment for prisoners to engage with their children that encouraged enhanced and structured interaction between mother and child.
- Two mother's units in the residential accommodation area provided for babies and toddlers to remain with their mothers until they were four years and six months of age, or the mother was released.

Areas to be improved

- Emphasis on out of cell time and engagement in meaningful activity was a strong focus of management. However, there was regular cancellation of activities as a result of the re-deployment of activities officers and/or insufficient custodial correctional officers to supervise activities.

Re – Entry

Areas working well

- Visits processing staff were very professional, friendly and helpful to the visitors that were processed prior to entry to the centre.
- The visits area from the visits waiting room to the physical visits room was non-intimidating, clean and hygienic. The visits area itself contained a child friendly play area that was clean, hygienic and open enough that the children could be easily within view if the prisoner and visitor chose to allow them to play independently while the visit was carried out. There were nappies, change tables, consumable items for nappy change requirements provided by the centre, and tea and coffee making facilities that could be readily accessed.
- Prisoners that were not fulltime students, pregnant, disabled/injured, or remanded were expected to be employed whilst incarcerated. There were employment positions available for the prisoners.
- An integrated transitions process supported by a three tier case management system that commenced from a prisoners reception to custody was active in identifying and supporting the re-entry needs of female prisoners.

Areas to be improved

- Nil.

AREAS IDENTIFIED DURING THIS INSPECTION MEETING OR EXCEEDING THE STANDARD

This section highlights areas of good performance, positive initiatives and notes the standards where no significant issues of concern were identified by the inspectors.

The following inspection standards received a rating of 1 at BWCC:

Safety – Standards	
1	<i>Prisoners travel in safe, decent conditions during escort and are treated with respect</i>
2	<i>Prisoners understand where they are going and what to expect when they arrive</i>
3	<i>Prisoners are treated with respect on arrival at the prison</i>
6	<i>Prisoners are fully supported on arrival and during their early days in prison</i>
9	<i>Prisoners at risk of self-harm, or suicide receive personal and consistent care and support to address their individual needs and have unhindered access to help</i>
16	<i>Prisoners will only be subject to use of force that is legitimate, used as a last resort, based on approved techniques and subject to rigorous governance</i>
18	<i>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</i>
6	<i>Prisoners are fully supported on arrival and during their early days in prison</i>
9	<i>Prisoners at risk of self-harm, or suicide receive personal and consistent care and support to address their individual needs and have unhindered access to help</i>
16	<i>Prisoners will only be subject to use of force that is legitimate, used as a last resort, based on approved techniques and subject to rigorous governance</i>
18	<i>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</i>
Respect – Standards	
21	<i>Prisoners are treated respectfully by all staff, and are encouraged to take responsibility for their own actions and decisions</i>
25	<i>Prisoners with substance-related needs, including alcohol, are identified at reception and are provided the opportunity to receive effective treatment and support throughout their stay in custody</i>
27	<i>Food is prepared in accordance with safety and hygiene regulations</i>
28	<i>Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs</i>
30	<i>The chaplaincy team plays a full part in prison life and contributes to prisoners' overall care, support and resettlement</i>
Purposeful Activity – Standards	
31	<i>Classification and transfer procedures are based on assessment of a prisoner's risks and needs; and are clearly explained, fairly applied and routinely reviewed</i>
32	<i>Prisoners serving sentences in excess of 12 months custodial imprisonment (calculated from date of sentencing) have a plan based upon an individual assessment of risk and need, which is developed with them and regularly reviewed</i>
36	<i>Prisoners have regular and equitable access to a range of out of cell activities</i>
Re-Entry – Standards	
37	<i>Prisoners are encouraged to re-establish or maintain relationships with their children and families where it is appropriate</i>
39	<i>Prisoner employment and remuneration is well-publicised, designed to improve behaviour and is administered fairly, transparently and consistently</i>
40	<i>At the point of release, prisoners receive adequate provision for re-entering the community</i>
41	<i>There is a whole of centre approach to re-entry to the community and staff work collaboratively and with community based agencies to maximise resettlement outcomes for prisoners</i>
42	<i>External service delivery is managed appropriately to ensure it is efficient and effective</i>

Inspectors noted positive initiatives implemented by the centre relating to **Standard 25**, whereby the Queensland Health nursing staff screened receptions prisoners for substance dependency during the initial assessment and provided weaning doses of Valium within medical guidelines to assist with symptomatic relief. Alcohol affected female prisoners were also provided detox management and pharmaceutical aid. Prisoners that were on drug treatment programs in the community were advised of their eligibility for a treatment program. Screening of incoming prisoners for pregnancy and drug dependency was undertaken, with information on blood borne viruses and other problems that may arise from substance abuse also provided to prisoners.

Standard 39 was well implemented. All prisoners that were not fulltime students, pregnant, disabled/injured, or remanded were expected to be employed whilst incarcerated. If prisoners wanted to work, there were employment opportunities available. To gain employment, prisoners completed a single application form listing three preferred positions. This form was then distributed throughout all work areas and employment was offered based on accommodation location, availability and skill sets. Where possible, prisoners undertaking vocational education were employed in an area that would continue to enhance that skill set. To assist in tracking availability and status of all prisoners, the centre had developed an employment matrix detailing all prisoners within the centre. This matrix was updated weekly by the Business Services Manager. The matrix was utilised by all areas of the centre, with each prisoner's employment status updated and tracked according to their current situation, inclusive of employment transfer and change of status if suspended or terminated (i.e. unemployed, workshop 1, protection workshop etc). Staff and prisoners alike displayed awareness of employment processes, including how to apply for employment, the employment positions that were available, and the consequences of behavioural issues.

Standards 40 and 41 is deserving of a special note. BWCC had a Transitions Coordinator position (temporary position funded through the National Partnership Agreement on Homelessness) that was responsible for planning and affecting the reintegration support needs of female prisoners. BWCC had through double-up funding allowed additional counselling staff to be employed to assist the transitions process but they were not solely dedicated to a transitions role. The transitions support service was oversighted by the Manager Offender Development, who demonstrated a strong and strategic working relationship with the transitions coordinators. This included a whole of centre approach to the Reintegration Support Needs Assessments, with the issues identified worked through with prisoners prior to release. This included assistance with applying for items such as birth certificates, marriage certificates, divorce certificates and opening bank accounts. The centre also offered a 'Crisis Pack' governed by a BWCC Local Instruction and issued to those prisoners identified as having no financial support. The pack contained items including a towel, toiletries, a \$30 Go Card, a \$20 phone card, a \$20 Woolworths voucher, a notepad and a pen.

To assist prisoners through to release and determine if graduated release would be of benefit, the centre had three case management tiers:

1. Return to Prison Warrants – these prisoners were engaged in the "*What Went Wrong*" process with the assistance of a peer support worker. At this stage, prisoner needs were identified, raised and progressed through the Reintegration Needs Assessment and Reintegration Plan;
2. Standard Case Management – these prisoners received an allocated case manager that was a custodial officer, but also their 'go to' person to liaise with the Transitions Coordinator to appropriately manage and progress reintegration needs; and
3. Intensive Case Management – all youthful prisoners (17 year olds) and those identified with high/intensive needs received intensive case management. These prisoners were allocated both a primary and a secondary case manager (these could range from a custodial officer or counsellor, to a correctional supervisor or functional manager).

An Intensive Case Management meeting observed by inspectors was attended by the General Manager, Deputy General Manager, functional managers, Senior Psychologist, Transitions Coordinator and primary and secondary case managers. The goal of the intensive case management program was to:

- Identify – the key issues for the prisoner;
- Plan – with the active engagement of the prisoner and a multi-disciplinary team, to develop strategies to address the criminality and re-integration needs of the prisoner;
- Relationship Enhancement – ensure a positive and productive relationship was developed and sustained with the prisoner;
- Build Deliver – engage other professional services, including Probation and Parole, to assist in the delivery of interventions with the goal of effective re-integration; and
- Support – generate sustainable outcomes for prisoners that enhance transition to the community by building pro-social support networks.

The above goals were being met in the meeting observed, with a demonstrated commitment by the BWCC officers to providing a service tailored to the risk and need of the individual prisoner and designed to improve the behaviours of the prisoner, provide interventions consistent with the risk and need of the prisoner and plan for the effective re-integration of the prisoner.

See Section 7 - *Additional Issues Raised During The Inspection* for further information in relation to a more effective reintegration process for female prisoners.

AREAS FOR IMPROVEMENT IDENTIFIED DURING THE INSPECTION

Areas Requiring Improvement

This section identifies those areas that were recognised by the Inspectors as requiring improvement to ensure sound practice. As discussed below, areas have been classified as high, medium or low areas for improvement depending on the seriousness of the outcome for prisoners. Twenty-three (23) areas for improvement were identified with nine (9) assessed as of high priority, ten (10) of medium priority, four (4) of low priority.

Priority Ratings

Each identified area for improvement was assigned a high, medium or low level of priority depending on the level of negative outcomes for prisoners.

HIGH

Represents a major risk that if not resolved it will have a significant adverse impact on outcomes for prisoners. Where practicable, it requires immediate remedial action.

MEDIUM

Represents a moderate risk that if not resolved has the potential to have a moderate adverse impact on outcomes for prisoners. Where practicable, it requires remedial action in the short to medium term (within 3-6 months).

LOW

Represents a minor risk that if left unresolved may have an adverse impact on outcomes for prisoners. Remedial action required in the longer term (within 6-12 months).

Root Causes

When areas requiring improvement were given a priority rating of medium or high, a root cause analysis was undertaken to gain a better understanding of those factors leading to the limited performance, and to inform suggestions for remedial action. A root cause analysis was not conducted where areas were assessed to be of low priority for improvement, however, suggestions for remedial in these areas have been made.

Root cause analysis is a well-established investigation methodology that explores how, what and why issues, incidents or failings have occurred. The technique uses a structured process to move beyond identifying what went wrong, to identifying the contributory factors and underlying root causes of the matter being reviewed. When using this type of analysis, root causes are grouped into one of several categories, namely:

- **People:** Individuals and teams involved with the process, their approach to their roles, communication methods, and capabilities.
- **Method:** How the process is performed; policies, procedures, rules, regulations, and law that set out requirements for doing it; and training for staff to equip them to carry out the process correctly/effectively. This root cause also considers the currency and effectiveness of these elements.
- **Machines:** Any equipment, computers, tools, etc. required to accomplish the job, including systems used to maintain equipment, accessibility of equipment and technology.
- **Management system:** Governance and performance measurement systems used to oversight processes including supervision, compliance monitoring, appropriate authorisation, risk identification and management, contingency planning and continuous improvement and/or systems contributed to by organisational structures, strategic and risk management planning and service delivery/business models.
- **Working design:** The conditions within the workplace and in the vicinity of the workplace, such as physical design, location, time, temperature, and local culture in which the process operates.
- **Environment:** External factors that fall outside of organisational control, including political, economic, legislation, High Court decisions, socio-cultural and environmental (e.g. natural catastrophes) factors.

TABLE OF FINDINGS, ROOT CAUSE AND REMEDIAL EXAMPLES

Standard	Area for Improvement	Priority Rating	Business Unit
SAFETY			
4	<p>FIRST DAYS IN CUSTODY – Prisoners' individual needs are identified both during and after reception to custody, and plans developed to provide help (Element – Safety needs are assessed and addressed and Attention is paid to identifying and documenting the needs of women, foreign nationals and those with disabilities).</p> <p>A number of Immediate Risk Needs Assessments were observed during the inspection. A BWCC psychologist identified collateral file checks that were undertaken prior to assessment interviews with a prisoner. However, the community contacts area of a prisoners Integrated Offender Management System profile was not examined to corroborate or identify information from Probation and Parole community supervision, where relevant.</p> <p>The psychologist and Queensland Health nurse undertaking reception assessments stated that they identified the special needs of prisoners, including foreign nationals and those with disabilities, as a part of their normal interview/collateral checks and made appropriate referrals as required.</p>	Medium	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>However, there existed an opportunity for development at a local level in term of introducing induction materials for incoming foreign prisoners whose first language was not English. Reception booklets were not readily available in foreign languages, and likewise basic information to assist a new foreign prisoner was not available in a poster format.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> • Methods – Ineffective process for communicating collateral information checking requirements for Immediate Risk Needs Assessments. • Methods – Ineffective induction information systems for prisoners whose first language was not English. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Inform psychological services staff undertaking Immediate Risk Needs Assessments of the importance of reviewing the community contacts area of a prisoners Integrated Offender Management System profile to corroborate or identify information from Probation and Parole community supervision, which may be relevant to the assessment. • Review induction materials and determine if there are opportunities for provision of these materials in other languages relevant to the female prisoner demographics. 		
5	<p>FIRST DAYS IN CUSTODY – Prisoners know what will happen next and the sources of help that are available (Element – Prisoners receive an induction and information about the centre, entitlements and how to get help).</p> <p>A group induction was facilitated every Wednesday by a correctional counsellor, with those prisoners attending provided with an induction booklet. The group induction was conducted in a room in the education programs area that was attended by all prisoners received at the centre within the previous seven day period (included about 12 prisoners). Information was provided using a power point presentation that was extremely comprehensive, with information also provided from other specialist areas including education, employment, programs, transitions and sentence management. However, the induction could be enhanced by reducing the amount of text and information on individual slides. On speaking to prisoners, and especially youthful prisoners, it was determined that it was difficult for them to process the amount of information that was provided in the induction power point. The power point contained 53 slides, and was presented in less than an hour (allowing for the food safety test that took around ten minutes).</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> • Methods – Ineffective process for communication of induction information. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Review group induction presentation process to determine how this format may be modified to enhance communication with particular consideration of interest/retention capacity of prisoners, in particular youthful and special needs groups. 	Medium	Correctional Centre
7	<p>ACCOMMODATION – Prisoners live in a safe, clean and decent environment and are encouraged to take personal responsibility for themselves and their possessions (Element – Centre has monitoring processes in place for accommodation usage, safety and conditions, Cell placement is appropriate to prisoner needs and Prisoner's property is secured and can be accessed).</p> <p>Queensland Corrective Services procedures state that consideration of shared cell accommodation placements must be individually assessed, and a case note entered in the Integrated Offender Management System stating that an assessment has been completed. A review of 60 of the 98 prisoners placed in</p>	High	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>shared cell accommodation at BWCC was conducted on 30 November 2015. The audit identified that only 31 prisoners (52%) had a case note entered documenting the shared cell accommodation assessment. In addition, the completed case note assessments were based solely on self-reports from the prisoners, with no documented application of the relevant <i>'Shared Cell Accommodation Placement consideration factors'</i>, as required by the procedure. Where an assessment had been completed, it was for the prisoner's initial placement on reception. When a prisoner was required to be accommodated in shared accommodation, following for instance a move back from secure to residential accommodation, a risk assessment was not conducted.</p> <p>During observation of the residential accommodation units unlock, 11 out of the 12 residential units had incorrect muster sheets. This was concerning, as some units had three or four prisoners present that were not identified on the muster sheet. A number of prisoners also did not have keys to lock their cell doors, despite being in the residential units for two weeks or longer. The prisoners stated that this had been raised with correctional supervisors and correctional officers on a number of occasions.</p> <p>There were also issues with prisoners being placed on the floor in residential not having a secured area to store their property.</p> <p>Consultation was undertaken with Statewide Operations and it was advised that:</p> <ul style="list-style-type: none"> • it would not be practical to restate all the factors considered in the Integrated Offender Management System case notes when accommodation placements are assessed; • with BWCC over capacity by more than 100 prisoners, this could potentially equate to 200 case notes per day; • the Custodial Operations Practice Directive only requires that an officer must undertake an individual assessment and a case note entered in the Integrated Offender Management System that an assessment had been completed; • no prisoners sleep in the residential common rooms but rather "double up" in a cell; • female prisoners preferred to be in a cell and not "exposed" at night in the common areas of residential; and • prisoners also kept their property in the shared cell. <p>The Office of the Chief Inspector noted the comments made by the Statewide Operations Directorate. The low compliance level for shared cell assessments and case noting remains a risk that needs to be addressed.</p> <p>ROOT CAUSE/S – Methods (Local), Management Systems (Local) and Environment (Local)</p> <ul style="list-style-type: none"> • Methods – Procedural non – compliance toward consideration of risk factors in the accommodation placement of prisoners. • Management Systems – Lack of oversight of placement assessment and decisions. • Management Systems – Ineffective processes for developing muster sheets and issuing of cell door keys in the residential accommodation block. • Environment – Residential units not designed for prisoners sleeping in the common room area. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Communicate to corrective services officers the procedural requirements for shared cell accommodation placements. In particular prisoners must be 		

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>individually assessed and the consideration of risk/need factors case noted in the Integrated Offender Management System.</p> <ul style="list-style-type: none"> Review the current oversight process for monitoring compliance with the shared cell accommodation assessment and case noting procedure requirements to ensure that 100% compliance levels are achieved. Investigate the reasons for the incorrect muster sheets and non-issuing of cell door keys in the residential accommodation block, and develop effective and sustainable strategies to ensure these matters are addressed. 		
10	<p>SUICIDE AND SELF HARM PREVENTION -- Safety Units provide appropriate individual management of prisoners at high risk of suicide or self-harm (Element – Internal systems in place for safe and reasonable management of prisoners in safety units).</p> <p>Queensland Health had previously advised BWCC it would not undertake s57 <i>Corrective Services Act 2006</i> medical assessments of prisoners on safety orders, and a doctor was contracted by Queensland Corrective Services to provide these statutory required medical assessments. However, there were concerns raised regarding the quality and detail of the assessments provided when this process commenced. The Accommodation Manager Secure and Protection stated that the service was reviewed and discussed with the doctor, and subsequently the medical assessments had improved. However, it was noted that the Official Visitor complaints management system was still recording prisoner complaints that a medical assessment was not occurring when they were placed on segregation. Prisoners reported that the doctor “waves at me through the hatch” or “gives me a thumbs up and keeps walking” but undertakes no direct discussion in relation to the prisoner’s health and well-being.</p> <p>During consultation with Statewide Operations, the Office of the Chief Inspector was advised that:</p> <ul style="list-style-type: none"> Queensland Health withdrew the service of performing safety order reviews; an individual doctor was contracted privately to continue these assessments; what constitutes sufficient interaction with prisoners to conduct an assessment is a subjective matter; and it was a matter for the individual doctor, a qualified medical practitioner who had undertaken these reviews for the last few years, to determine the level of interaction they should have with the prisoners to be satisfied with their health and wellbeing. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. Where a contracted service is in place, Queensland Corrective Services is responsible for ensuring that the service provided is adequate. Queensland Corrective Services, as custodian of prisoners in their care, has a duty to ensure prisoner services are provided in a reasonable and lawful manner.</p> <p>ROOT CAUSE/S – People (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> People – Inattention to requirements of conducting a medical assessment in accordance with s57 <i>Corrective Services Act 2006</i>. Management Systems – Ineffective oversight of s57 <i>Corrective Services Act 2006</i> medical assessments. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Ensure the doctor contracted to undertake s57 <i>Corrective Services Act 2006</i> medical assessments is fully aware of the obligation to interview and assess the medical condition of each individual prisoner. Review oversight mechanisms for s57 <i>Corrective Services Act 2006</i> medical assessments to ensure ongoing compliance with individual prisoner health and well-being medical assessments are maintained on 	High	Correctional Centre

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	an ongoing basis.		
11	<p>SECURITY, GOOD ORDER AND RULES – Security and good order are maintained through positive staff–prisoner relationships based on mutual respect (Element – Inappropriate behaviour is challenged).</p> <p>A correctional officer in an Accommodation Pathways meeting made reference to a prisoner being moved to what was stated by the officer to be a “heavier unit” (i.e. one containing more intimidating prisoners), based on the prisoner’s behaviour and attitude. It was suggested this was an acceptable management practice to address the behaviour of the prisoner. However, correctional officers are responsible for challenging and correcting the behaviour of prisoners and other prisoners should not be involved in this process.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> • Methods - Inadequate training and supervision of correctional officers in challenging and addressing inappropriate behaviour by prisoners. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Reinforce to correctional officers that they are responsible for challenging and addressing inappropriate behaviour by prisoners, and under no circumstances are they to use prisoners as a means of managing other prisoner’s behaviour. 	Medium	Correctional Centre
12	<p>SECURITY, GOOD ORDER AND RULES – Rules, routines and behavioural expectations are well-publicised, proportionate, fair and encourage responsible behaviour (Element – Centre has a consistent and published routine or daily structure, Centre has clear, achievable and published behavioural expectations, Rules and routines are applied fairly and consistently, and include appeal mechanisms where possible and Information is conveyed to prisoners in ways they will understand).</p> <p>The Prisoner Advisory Committee groups highlighted that although the centre had a published daily structure, this was routinely interrupted because activities officers were redeployed to other duties. This was confirmed by the activities officers who advised that in one month alone there were 39 redeployments of activities officers resulting in multiple cancellations or re-scheduling of planned activity/oval sessions.</p> <p>The centre had implemented an Incentives and Enhancement Program. The program was outlined in the ‘<i>SEQ Women’s Correctional Centres – Role, Function and Operating Philosophy V3 document</i>’. There were concerns that:</p> <ul style="list-style-type: none"> • Prisoner Advisory Committee’s and prisoners interviewed during the inspection stated they were unsure how the program operated, how individual levels were achieved and the reason for apparent inconsistencies in its application; • The prisoners believed the Incentives and Enhancement Program was being used as an alternative to the breach of discipline process; • Correctional supervisors and correctional officers were unclear what the difference was between the program and using the breach of discipline process; and • The local Incentives and Enhancement Program practice directive had been amended a number of times since its introduction in July 2015. <p>At a management level, the Incentives and Enhancement Program was understood but it had still to be fully integrated at a correctional supervisor and correctional officer level. This had led to some inconsistency amongst officers in its application and a lack of understanding of the requirements and purpose of the program by prisoners. The number of amendments to the program since its commencement may also have some bearing on why correctional officers and prisoners were not sure what the current local directive outlined.</p>	High	Correctional Centre

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>The Office of the Chief Inspector undertook consultation with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> the deployment of staff to emergency escorts does occur, however deployment is spread across all staff areas, not just activities; as soon as possible after the deployment on an emergent escort, correctional officers were contacted to attend the centre on overtime; to quicken the process, an automated SMS system was used which included seeking staff from other centres; if, after all these efforts staff were not available to fill the shifts, it was an inevitable reality that some functions in the centre would be closed down to operate the centre; and in terms of the Incentives and Enhancements Program process at BWCC, it was stated that the process was in accordance with the requirements of the practice directive with the basic level more generous than the practice directive requirements. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. The Appendix A – <i>Brisbane Women's Correctional Centre Full Announced Inspection Evidence Template</i> identified that centre management had implemented strategies to "share the pain" of activities cancellations and to seek alternative officer replacements. However, the end result was an unreasonable level of activities cancellations. This was highlighted as not a local, but a system issue, based on centre management having implemented well considered strategies to address the issue. However, as a result of increasing prisoner numbers and unscheduled medical escorts, system support was required to effectively address the issue. The Office of the Chief inspector notes that the Incentives and Enhancements Program was raised here in relation to prisoner and staff confusion about the application of the local program rather than the content of the program.</p> <p>ROOT CAUSE/S – Environment (System)</p> <ul style="list-style-type: none"> Environment – Inadequate resourcing resulting in redeployment of activities officers. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Undertake discussions with Statewide Operations Directorate with a view to developing and implementing strategies that ensure minimal disruptions to scheduled activity/oval sessions. <p>Note: Root Causes and Remedial Actions for the BWCC Incentive and Enhancements Program are detailed in Standard 19.</p>		
13	<p>SECURITY, GOOD ORDER AND RULES – Security and good order are maintained through attention to physical and procedural matters [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Low	Correctional Centre
14	<p>SUBSTANCE ABUSE – All prisoners are safe from exposure to and the</p>	Medium	Statewide

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>effects of substance use while in prison [REDACTED]</p> <p>[REDACTED] An effective multi-disciplinary drug strategy is in place to prevent drug use in prison and Both consequences and intervention/support is provided when a prisoner tests positive to drugs).</p> <p>[REDACTED]</p> <p>The primary focus of the BWCC drug strategy was on reactive enforcement in response to attempts to introduce drugs into the centre, and the possession of illegal drugs by prisoners. This included imposition of sanctions in accordance with the Queensland Corrective Services <i>Appendix 14 – Drug and Alcohol Responses</i>. A tracking mechanism was in place for drug sanctions that affected a prisoner's transfer to low custody in accordance with Appendix 14, and possibly their Incentives and Enhancement Program level. The Appendix 14 drug sanction letters focused on deterrence through the use of punitive sanctions, but there was no intervention programming mentioned or outlined. The Individual Management Plan template stated "As available, you will be referred to undertake mandatory intervention with a substance abuse intervention specialist" but there was no evidence that identified prisoners were offered placement on a relevant drug intervention program. Artius Health was contracted for Low Intensity Drug Intervention, but there was no clarity around who was eligible and how the program was provided.</p> <p>[REDACTED]</p> <p>As a further issue, the BWCC 'Local Instruction – Urinalysis Testing and Management' stated that "Prisoner/s that have had a RoC (removal of clothing) search will be provided with a dark blue smock to wear until the urinalysis testing process has been completed." This process was not observed during the inspection, but concern was raised it may not be in accordance with the corrective services legislation. In particular s38 of the <i>Corrective Services Act 2006</i> states a prisoner undergoing a removal of clothing search must be allowed to dress as soon as the search is finished and where reasonably practicable given the opportunity to remain partly clothed.</p> <p>ROOT CAUSE/S – Methods (Local and System) and Methods (Local)</p> <ul style="list-style-type: none"> • Methods – Lack of a multi-disciplinary approach to identifying and developing a strategic approach to addressing substance 		<p>Operations</p> <p>Correctional Centre</p>

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>abuse that balances demand reduction and supply detection.</p> <ul style="list-style-type: none"> Methods – Search requiring the removal of clothing process that may not be in accordance with corrective services legislation or Queensland Corrective Services procedure. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Statewide Operations Directorate provides guidance and direction to support the development and implementation of a structured multi-disciplinary drug strategy. This should balance supply detection with demand reduction strategies, with the focus of preventing illicit drug use at a local correctional centre level. In particular, <i>Appendix 14 – Drug and Alcohol Responses</i> could provide guidance on how treatment opportunities should be co-ordinated at a state-wide and centre based level to ensure drug intervention opportunities are offered. Centre management implement a multi-disciplinary tasking meeting to implement the demand reduction component of the <i>'South-East Queensland Women's Correctional Centre Drug Strategy 2015'</i>. The local drug strategy could focus on: <ul style="list-style-type: none"> ➤ Reducing the supply of drugs using strategies to reduce the import and supply of drugs into the centre; ➤ Reducing demand for drugs by providing incentives for prisoners to stop using drugs. This acknowledges that a variety of strategies may be used to change patterns of drug abuse; and ➤ Reducing the harm caused by drugs through acknowledgment that drugs and the manner in which they are taken can have negative effects on users and the wider community. <p>Statewide Operations to review the search requiring the removal of clothing process outlined in the BWCC <i>'Local Instruction – Urinalysis Testing and Management'</i> for when a prisoner is undertaking a urinalysis to ensure that it is in accordance with corrective services legislation and Queensland Corrective Services procedure.</p>		
15	<p>DISCIPLINE, USE OF FORCE AND SEGREGATION – Prisoners are subject to reasonable disciplinary procedures, which are applied fairly and for good reason (Element – Prisoners are provided information about breach and appeal processes, Breach proceedings are clear, fair, properly recorded and finalised in a timely manner and Prisoners are able to present their case and results are explained both verbally and in writing).</p> <p>At a breach hearing observed by Inspectors, the prisoner attending had not been provided with a detailed explanation of the process to be undertaken. Interviews with correctional officers and prisoners found a reliance on the induction material and group induction presentation to inform prisoners of the breach process. The information provided in the group induction in relation to the breaches and appeal processes was very brief and not sufficient to provide prisoners with a reasonable understanding. The power point presentation did not contain any content in relation to appealing a breach decision.</p> <p>The reviewed breach proceedings were generally conducted with the intention of providing a fair hearing, however there well element of procedural non-</p>	Medium	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>compliance, including:</p> <ul style="list-style-type: none"> Inconsistency in the provision of natural justice; The prisoner not being provided with sufficient information regarding due process; No explanation of the plea process; A failure to sufficiently prove the occurrence of breach's; A lack of detailed documentation of the breach hearing and evidence of the breach; and A failure to properly explain the process or proceeding to the prisoner. <p>There were also an excessive number of officers present (five or more) in some of the hearings which could be viewed as overwhelming and intimidating by a prisoner.</p> <p>Specific examples of review hearings observed are outlined in detail in the Appendix A - Brisbane Women's Correctional Centre Full Announced Inspection Evidence Template.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Local practice <i>not effectively aligned with Queensland Corrective Services procedure.</i> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Ensure that breach hearing officers explain the breach process to prisoners and determine that the prisoner has a sufficient understanding of the breach process. Ensure breach hearing officers utilise Queensland Corrective Services <i>Appendix – 18 Guidelines for Breach Hearing</i> to determine if a prisoner is guilty of an act or omission constituting a breach of discipline. <p>Implement a process that ensures sufficient particulars of a breach of discipline are contained in the Form 23 before it is provided to a prisoner. The Form 23 must include all the facts of the act or omission that are alleged to constitute the breach of discipline.</p>		
17	<p>DISCIPLINE, USE OF FORCE AND SEGREGATION – Prisoners are kept safe at all times while held in a segregation unit and individual needs are recognised and given proper attention (Element – Placement in segregation is authorised and appropriate and Reasons for segregation are clear, and have been explained to the prisoner).</p> <p>There were a number of female prisoners who had been segregated on safety orders for an extended period of time, with four prisoners having been segregated for a period of 12 months or more. At the time of inspection there were:</p> <ul style="list-style-type: none"> Three prisoners who had been segregated for under six months (harm to self/ mental health - safety unit placement); Two prisoners who had been segregated for under six months (threat from others/adverse associations); One prisoner who had been segregated for 18 months (threat from others/adverse associations); Four prisoners who had been segregated for over two years (threat from others/involvement in a sexual assault incident over two years ago – two of these prisoners had been released and upon return to custody were placed on a safety order); and One prisoner who had been segregated for three years (good order/threat to staff and others). <p>There was no effective long term reintegration planning in place for the four</p>	High	<p>Correctional Centre</p> <p>Specialist Operations</p>

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>prisoners segregated for over two years relating to the sexual assault, and also no long term intervention and support toward behavioural change for the prisoner segregated for three years to allow them to transition back into the mainstream prison system. With a number of these prisoners there was also a failure to enlist support from Prison Mental Health Services, and in one case there was insufficient documentation and reasoning in the Form 5 – Safety Order to evidence a basis for the segregation of the prisoner in accordance with s53 of the <i>Corrective Services Act 2006</i>.</p> <p>Specific examples of long term segregated prisoners are outlined in detail in the Appendix A – <i>Brisbane Women's Correctional Centre Full Announced Inspection Evidence Template</i>.</p> <p>The Office of the Chief Inspector undertook consultation with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> flexibility does not exist to place prisoners in alternate locations as BWCC is the only high security facility in south east Queensland for female prisoners; where credible safety and security risks exist, prisoners has been placed on safety orders for extended periods as approved by the delegate and there prisoners were regularly reviewed by centre management for reintegration; the Office of the Ombudsman undertook an independent review of the management of prisoners B59549, D89252 and D76209 with findings that there were no recommendations for altering their placement or management; there are a number of prisoners at BWCC with significant mental health issues and in the absence of mental health beds, prisoners are managed by Prisoner Mental Health Services and Queensland Corrective Services on long term safety orders in the S4 safety unit; these prisoners are regularly reviewed for reintegration by both services at joint meetings; the placement of these prisoners with mental health diagnoses requires that they be placed on safety orders; and S4 operates as a therapeutic unit with a philosophy that the prisoners spend as much time as possible engaged in therapeutic activities facilitated by offender development and S4 unit staff. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. The Appendix A – <i>Brisbane Women's Correctional Centre Full Announced Inspection Evidence Template</i> identified that centre management had implemented strategies to manage the high level of prisoners with mental health issues. However, it was also noted that a number of the long term safety order prisoners placed in the Detention Unit at the time of the inspection have now been transferred to Townsville Women's Correctional Centre. This evidences that alternative placement options were available. Additionally, intensive management plans reviewed by inspectors for some of the long term segregated prisoners did not sufficiently identify and provide intervention and support toward behavioural change to effect the prisoners' progression from segregation to normalised accommodation.</p> <p>ROOT CAUSE/S – Methods (Local and System), Management System (System) and Methods (Local)</p> <ul style="list-style-type: none"> Methods – Ineffective planning for the reintegration of prisoners on consecutive safety orders. Management System – Lack of effective systems for management and planning for prisoners placed on consecutive safety orders. Methods – Local practice not consistent with legislative requirements. <p>REMEDIAL EXAMPLES –</p>		

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> Centre management to ensure that sufficient long term reintegration planning is made for prisoners placed on a consecutive safety order that includes intervention and psychological services support to assist with behaviour change. Specialist Operations Directorate to provide support and direction for the management and placement/reintegration of prisoners segregated long term. Centre management to ensure that there is proper evidence supporting the reason for a safety order which satisfies s53 of the <i>Corrective Services Act 2006</i>. 		
19	<p>INCENTIVE AND ENHANCEMENTS PROGRAM (IEP) – Prisoner behaviour management is supported by an Incentives and Enhancement Program, which is applied fairly and consistently (Element – Prisoners are informed about the IEP at induction, The IEP is designed to encourage progression through the levels, The IEP is applied consistently across the centre and Prisoners likely to be regressed are informed beforehand and can appeal decisions).</p> <p>The BWCC Incentive and Enhancements Program is meant to be designed to encourage positive behaviour through engagement in work, programs, interventions and meaningful activities. However, in practice the program was being used as a means to sanction prisoners for minor infractions rather than to provide incentives to encourage positive behaviour.</p> <p>Correctional officers were found to regularly issue 'warning letters' as a means of controlling day to day prisoner behaviour. The issue of a warning letter, which consisted of a form with general check boxes but no detailed outline of the behaviour to which the warning related, would trigger a review of a prisoner's program level at weekly review meetings. There was no significant guidance regarding the type of behaviour that should result in the issue of a warning letter, making the process arbitrary in application. This lack of consistency created the impression among prisoners that the threat of regression to a lower level was ever present,</p> <p>Prisoners could apply to progress to a higher level of the program, however, in contrast to the ability of correctional staff to have a prisoner's program levels reviewed weekly, there was a one month waiting period before prisoners could seek a review, and prisoners needed to wait one month between each application. In addition, prisoners were not clearly advised via program documentation or prisoner induction documentation of how they could progress through the levels. During the group induction process, prisoners were simply advised that they would need to have "good case notes", with no definition of what this meant or how to achieve this. Prisoners were also required to make their case for progression without access to their own case notes or other records.</p> <p>When an Incentive and Enhancements Program review meeting was observed, the process was found to be unsatisfactory. Program documentation outlined that when deciding a prisoner's privilege level a review should consider:</p> <ul style="list-style-type: none"> "Approach to sentence and use of time constructively; Institutional behaviour and conduct; Progress toward sentence and rehabilitation plan; Objectives linked to intervention and programs; and Engagement in employment." <p>However, none of these factors were considered during the review meeting. The main point of consideration by the committee was the number of Incentive and Enhancements Program warning letters a prisoner had received, and officer case notes. The assessment of individual merits did not appear to be evidence-based, and not all factors of a prisoner's behaviour, such as mental</p>	High	Correctional Centre

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>health, cognitive impairment or drug dependency, were considered fully. In addition, prisoners did not appear to be fully informed of the specific behaviours that were considered when reaching decisions at the review meetings. This potentially means that prisoners did not understand what behaviour needed to improve should they wish to progress to the next incentive level.</p> <p>While there was a review and appeal mechanism outlined in the program, a prisoner would have privileges removed awaiting a review of a decision, which could potentially take up to a month. Under corrective services legislation a prisoner may only be subjected to a loss of privilege for disciplinary reasons for a period of up to seven days as a result of a finding of guilt for a major breach of discipline. However, a prisoner may have privileges removed for a minimum of a one month period under the BWCC Incentive and Enhancements Program, with a much lower threshold and scrutiny than under the breach of discipline process. The basic privilege level could also be applied at the end of a breach of discipline loss of privileges period, which may be considered as double punishment for the same act or omission.</p> <p>A further problem with the Incentives Scheme was that there was a much larger loss of privilege when prisoners were moved down a level in the program, compared to the privileges earned through progression. This further highlights that the regime was geared toward control through disincentive, rather than encouraging positive behaviour via incentives. For example:</p> <p><i>"Privileges which are removed below the standard level on the basic regime:</i></p> <ul style="list-style-type: none"> • Attendance at special events/ activities; • No employment outside of the unit; • No in cell television; • Canteen spending limited to \$50; • No oval access; • Loss of residential placement consideration; • Sales to prisoners limited to essential underwear only; and • Reduced telephone calls to 7 calls per week <p><i>Privileges which are earned above the standard level on the enhanced regime:</i></p> <ul style="list-style-type: none"> • Canteen spending limit raised to \$120; and • Prioritisation of consideration for residential placement." <p>The level of privileges offered above the standard level had been set too low to offer any real incentive, particularly for a prisoner not able to work, or who did not have sufficient funds to spend extra on canteen purchases. The 'Prioritisation of consideration for residential placement' was also not a true incentive, as due to operational necessity, a high number of prisoners on the standard level, and also directly upon admission, were already placed in residential.</p> <p>The Office of the Chief Inspector undertook consultation with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> • there was no perceived difficulty with, for example, removing a TV if it was within the parameters of the Incentive and Enhancements Program or an Intensive Management Plan, a strategy of management, provided it was not used as a double punishment for the same act or omission incurred through a breach of discipline; and • the Incentive and Enhancements program at BWCC was consistent with the practice directive with the basic level more generous than the directive. <p>The Office of the Chief Inspector noted the comments of the Statewide</p>		

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>Operations Directorate. However, it appears that the Incentive and Enhancements Program has resulted in prisoners being sanctioned for minor infractions rather than the providing incentives to encourage positive behaviour. It was also noted that prisoners and correctional officers did not seem to completely understand the program leading to inconsistencies in its application. In relation to the Directorate's comments concerning double punishment, the corrective services legislation outlines a disciplinary process for an act or omission that may constitute a breach of discipline with maximum penalties provided. Where a procedure-based process provides a penalty in excess of the statutory penalty for the same act or omission, this may be ultra vires. That is, an unacceptable excess of authority or power exercised. Following the BWCC full announced inspection, Queensland Corrective Services reviewed the Incentive and Enhancements Program and determined that centres are no longer required to have these programs in place. Additionally, the basic levels have been terminated state-wide.</p>		
RESPECT			
20	<p>STAFF AND PRISONERS RELATIONSHIPS – The centre provides an environment and culture that embraces cultural diversity, and promotes equality for all staff, prisoners and visitors within (Element – Culturally important totems, artefacts and items can be accessed by prisoners).</p> <p>There was not a specific scheduled Aboriginal and Torres Strait Islander art activity session or an Aboriginal and Torres Strait Islander cultural centre/meeting place. Aboriginal and Torres Strait Islander prisoners could attend a general art session in the Education Block, but no formal mechanism to meet as a cultural group was in place. The lack of a cultural meeting place/scheduled activity was raised as a concern by a number of Aboriginal and Torres Strait Islander prisoners during the inspection.</p> <p>The <i>Recommendations of the Royal Commission into Aboriginal Deaths in Custody</i>, recommendation 183, states that corrective services authorities should make a formal commitment to allow Aboriginal prisoners to establish and maintain Aboriginal support groups within institutions.</p> <p>ROOT CAUSE/S – Management System (Local)</p> <ul style="list-style-type: none"> Management System: Ineffective risk identification of the cultural importance of providing Aboriginal and Torres Strait Islander prisoners with a formal process for being able to meet as a cultural group. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Consider the establishment of an Aboriginal and Torres Strait Islander prisoner support group that meets on a regular basis. Consultation should be undertaken with Aboriginal and Torres Strait Islander prisoners and elders in developing and implementing the support group. Discussions should also be undertaken with Statewide Operations Directorate cultural support officers. 	High	Correctional Centre
22	<p>LEGAL RIGHTS – Prisoners are supported to freely exercise their legal rights (Element – A legal library is available that meets the reasonable needs of prisoners).</p> <p>A legal resource centre was in place that contained a limited selection of reference materials in hard copy, with prisoners able to borrow and copy material via the librarian. However, an introductory textbook for prisoners with a limited understanding of the legal system, a family law textbook and an</p>	Low	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>administrative law textbook were absent and should be obtained. Self-help kits from the Caxton Legal Centre, which could be provided at no cost, should also be made available to prisoners.</p> <p>Two laptop computers were available for preparing legal documents. Prisoner use of these computers could be improved by storing electronic legal resources directly onto the computers. Currently, prisoners needed to have a correctional officer printout and copy legal documents from the laptops, rather than being able to perform this freely without a the need for a third party.</p> <p>The Office of the Chief Inspector undertook consultation with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> the legal resources (books) available are compliant with the practice directive; and a printer is now located in the legal resource centre for use by prisoners and prisoners employed as Bail Clerks. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate relating to legal resources being compliant with the practice directive and the availability of a printer for prisoner use post-inspection.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review available legal resources and provide additional contemporary resources. Investigate placement of electronic legal resources on the prisoner loan laptop computers. Review local process in regards to copying and printing legal documents. 		
23	<p>REQUESTS AND COMPLAINTS SYSTEM – Effective request and complaint procedures are in place, are easy to access, easy to use and provide timely responses (Element – Centre has an effective process for prisoner requests and Prisoners express confidence that complaints will be fairly investigated and resolved).</p> <p>Blue letter envelopes were stored under the officers' station desks and unit staff advised that prisoners had to request envelopes if they wanted to make a complaint. This process has the potential to undermine the effectiveness of the blue letter process, as prisoners may be intimidated to request a blue letter from an officer.</p> <p>The Office of the Chief Inspector consulted with Statewide Operations and was advised that blue letters were available in the prisoner common rooms. However, there was an occurrence where an officer new to an accommodation area had not re-stocked the common room folder but rather had the blue letter envelopes on her desk. This was a one off occurrence and not representative of the processes and availability of these envelopes throughout the centre.</p> <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate relating to the availability of blue letters for prisoners. It was also noted that during the inspection, the Inspectors advised the General Manager that blue letters were not easily accessible to prisoners and the situation was rectified within one hour.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Inadequate process in place for submission of blue letters by prisoners. <p>REMEDIAL EXAMPLES –</p>	Medium	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> Implement a process that ensures prisoners are able to freely access blue letter envelopes. 		
24	<p>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER – That the health services provider ensures that they deliver health care assessments and services that promote continuity of health and social care, commensurate with community standards (Element – Health services are provided to cater to the assessed needs of the population, Out of hours and emergency medical services are well organised, responsive and effective and Information sharing protocols are in place to ensure efficient sharing of current and relevant health care information).</p> <p>The Health Centre at BWCC was operated and managed by Queensland Health, West Moreton Hospital and Health Services.</p> <p>A number of issues were identified relating to the provision of health services within BWCC:</p> <ul style="list-style-type: none"> The Health Centre operated clinics with the Prisoner Mental Health Service, with 43 prisoners awaiting assessment and intake at the time of inspection. The Nurse Unit Manager stated that these cases were prioritised based on assessed need, which was determined in consultation with nurses and a prison psychologist. The waitlist was high when considering the special needs of female prisoners; including the high number of female prisoners withdrawing from substance abuse, their experiences of dislocation from children, and the prevalence of female prisoners who have been the victims of domestic violence and/or sexual abuse. Ensuring appropriate mental health care assessment and support was undertaken as soon as possible is critical for the humane treatment of female prisoners. The Health Centre operated a dental clinic one day per week, with a waitlist at time of the inspection of 102 prisoners. This equated to approximately a two to four month waiting time for treatment, which is unacceptably high. The Nursing Unit Manager stated that the Memorandum of Understanding between Queensland Health - West Moreton and Queensland Corrective Services had not been signed off on. However, a working relationship existed at BWCC where forums were regularly conducted to ensure that appropriate information for the care of prisoners was relayed and shared. Whilst there was evidence of a good working relationship and local process, this needs to be formalised via an agreement that specifies the obligations of both parties. Provision of health care to children residing with their mother in BWCC was not provided by Queensland Health. The Nurse Unit Manager stated this was based on the "Prisoner Health Services" charter, which stipulated that treatment was to be provided for "prisoners", and did not include children in a prisoner's care. This was problematic in situations where a child has a medical issue and they need to be transported to a medical centre external to BWCC. Whilst it may be reasoned that this is a 'similar standard to community health care', a person in the community would not be impeded by prison processes such as seeking correctional staff assistance, gaining approval for escort or arranging an external carer, and negotiating centre search and barrier processes. This also is not a cost effective or efficient practice. Having a child treated externally simply results in the service being provided at a different Queensland Health location, so there is no reduction in cost to the State. Indeed, the external escort of the mother and child by Queensland Corrective Services officers actually increases the cost of the procedure. In addition, Queensland Corrective Services procedures state that a mother may only accompany their child for emergency/unplanned medical treatment. Where a non-emergency/planned medical treatment is required, an external carer must be arranged to collect the child from the centre. BWCC local practice required that children handed out to an external carer re-enter the centre during a visit time. This resulted in the external carer having to have the 	High	<p>Statewide Operations</p> <p>Correctional Centre</p>

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>child for at least a 24 hour period, which was difficult for mothers of young babies requiring breast milk. There was also increased anxiety for both the mother and the child while they were separated, especially during a potentially distressing medical procedure.</p> <ul style="list-style-type: none"> An incident recorded at BWCC on 7 November 2015 (INCI 170285) identified that a prisoner was denied medication for failing to following an officer's direction not to hug another prisoner when under escort to the Health Centre. The escorting officer advised the Queensland Health nurse of this occurrence and the nurse subsequently did not dispense medication to the prisoner. The prisoner then became abusive and was restrained by a custodial correctional officer. At no time is it acceptable for medication to be denied to a prisoner as punishment. <p>The Office of the Chief Inspector consulted with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> Queensland Health removed the 24 hour x seven (7) day medical service from BWCC in October 2014. This had been the subject of negotiations with the West Moreton Health District and Queensland Corrective Services with the initiation of a joint Steering Committee. Queensland Corrective Services had continued to advocate for return of the 24 hour x seven (7) day service; Queensland Health had not provided health care to children accommodated in the centre for at least seven (7) years. While Queensland Corrective Services had advocated for this, the position of Queensland Health had not changed. "Work arounds" had been put into place to ensure children with health care needs were able to access resources in the community commensurate with their needs; mothers had accompanied their children to external medical appointments and surgery. Where a child is handed out to an external carer, this was often the father or other relative. If the child was breast fed then arrangements would be made for the carer to collect breast milk from one of the counsellors at the gate using a thermos insulated container. Children could and had been handed back in at any time; it was not necessary to wait for a visit session; and Queensland Corrective Services was not in a position to direct Queensland Health to medicate prisoners. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. The information provided does not derogate from the issues in relation to the prisoner mental health, hospital and dental waitlists. Additionally, the importance of reviewing health care for children in the care of mothers is highlighted by the "work arounds" having to be implemented at a local level to provide for primary health care needs. Queensland Corrective Services may not be in a position to direct the operations of Queensland Health; however as a custodian of prisoners in their care, there remains a positive duty to communicate to a service provider where practices may not be fair, just or reasonable.</p> <p>ROOT CAUSE/S – Environment (System), Methods (System), Management Systems (System) and People (Local)</p> <ul style="list-style-type: none"> Environment – Resourcing for providing assessment of prisoner mental health needs. Environment – Resourcing for provision of dental services. Management Systems – Service level agreement between Queensland Corrective Services and Queensland Health does not address health and medical needs of children in the care of their prisoner mothers. Methods – Inflexible escort procedures for the non-emergency/planned medical treatment escorts of children in the care of their prisoner mothers. People – Inappropriate approach undertaken by a Queensland Health 		

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>nurse when deciding not to dispense medication to a prisoner.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Centre management to discuss with Queensland Health and Prisoner Mental Health Services strategies to reduce the mental health assessment waitlist. Centre management to discuss with Queensland Health strategies to reduce the dental waitlist. Centre management to discuss with Queensland Health and Statewide Operations finalisation of an information sharing agreement that specifies the obligations of both parties. Centre management to discuss with Queensland Health and Statewide Operations a review of health care for children in the care of mothers. Statewide Operations to review procedure requirements for the escort arrangements of children requiring scheduled/planned external medical treatment. Centre management to communicate to Queensland Health that at no time is withholding medication to be used as a punishment or behaviour management tool. 		
26	<p>PRISONER PURCHASES – Prisoners are offered varied meals to meet their individual approved dietary requirements and cultural beliefs (Element – Food is sufficient and adequate for health including segregation units).</p> <p>Prisoner Advisory Committee representatives stated that insufficient ration items were available for prisoners. This was also a general complaint raised in discussions with prisoners within the secure units. The Food Services Supervisor stated that rations were provided to each secure unit as per the quantities outlined in the Queensland Corrective Services Food and Nutrition Guideline, with a sliding scale table used to determine quantities for units that were overstate. On inspection of the rations provided to the secure units, it was found that ample rations were being delivered. The issue that prisoners raised in relation to ration stocks appeared to be from a lack of ration control post issue with unit officers not monitoring ration allocations relying on prisoners to self-regulate equitable distribution. Also evident as part of the rationing complaint was that a standard amount of rations were delivered to a unit, but prisoners tended to only consume particular items. For example, breakfast cereal was delivered weekly, with one quantity of Weetabix, one quantity of Cornflakes and one quantity of Rice Bubbles supplied. However, very few prisoners ate the Rice Bubbles, meaning that the ration supply was not sufficient by almost one third.</p> <p>ROOT CAUSE/S – Management Systems (Local) and Methods (Local)</p> <ul style="list-style-type: none"> Management Systems – Lack of an effective process for supervising and monitoring ration allocations to prisoners. Methods – Ineffective procedure for determining and issuing replacement rations that meet the needs of the prisoners. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review and implement practices that provide for a correctional officer to supervise ration distribution to prisoners in secure accommodation units and monitor that rations remain equitably distributed. Review and implement practices that provide for ration allocations to be effectively targeted to the needs of the prisoners. 	Medium	Correctional Centre
29	<p>RELIGIOUS ACTIVITY – All prisoners are able to practise their religion in safety (Element – Prisoners have access to worship/faith meetings each week and are made aware of timing and Prisoners can access chaplains or specialist religious visitors on a regular basis outside of religious services and are made aware of how to do this).</p> <p>The mainstream Prisoner Advisory Committee members stated that prisoners</p>	Medium	Statewide Operations Specialist Operations

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>accommodated in the S6 secure accommodation block on a basic Incentives and Earned Privileges level believed they were not allowed/able to have access to church/chapel services, or access the chaplains. Chaplains stated that they considered these prisoners were allowed to attend chapel services, but only when an officer was available to escort them. The regular unavailability of an escort officer presented a barrier to their attendance. The chaplains also stated that Sunday scheduled services times were regularly reduced or cancelled as a result of unscheduled occurrences. Prisoners stated an awareness of the general scheduling of services, but stated due to conflicts with scheduled out of cell activities, such as gym or oval times, they were unreasonably forced to choose between the two.</p> <p>The Office of the Chief Inspector undertook consultation with Statewide Operations and was advised that:</p> <ul style="list-style-type: none"> a prisoner's Incentives and Earned Privileges basic level does not restrict access to the Chapel or to the Chaplains who were free to move about the centre in accordance with local instructions; and as in the community, where there were competing priorities between sports and attending religious services etc., people make a choice of what to attend. Given that the scheduling of Chapel is spread across the Sunday, it was not possible to cease other activities as this would disadvantage those prisoners who did not wish to attend Chapel. <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. The issue raised in relation to prisoner access to the Chapel and Chaplains was not that the Incentives and Earned Privileges program actually prevented access; it was the belief by prisoners and correctional officers that prisoners on the basic program were restricted. This further evidenced a lack of understanding by prisoners and correctional officers of the application of the local Incentives and Earned Privileges program requirements. Additionally, prisoners placed in a secure correctional centre do not have the flexibility to choose when they may access a religious service or recreational activity. There is an inherent right to undertake worship practices and where possible religious services should not conflict with other activities.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Inadequate communication to prisoners of entitlement to access chaplains and chaplain services. Methods – Ineffective schedule of activities resulting in conflicts with Sunday chaplain services. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Communicate to prisoners in the S6 secure accommodation block the entitlement of all prisoners to access chaplains and chaplain services. Review scheduled activities to ensure conflicts with Sunday chaplain services are minimised. 		
PURPOSEFUL ACTIVITY			
33	<p>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT – Eligible prisoners have access to interventions and services that address needs related to their offending (Element – Prisoners can access recommended interventions prior to submitting parole applications or release and Interventions meet the need of the facility's population).</p> <p>The Prisoner Advisory Committee members stated that prisoners were not being offered placement on recommended intervention programs prior to their parole eligibility dates. A number of prisoners stated they had received letters from parole boards advising they had been declined parole, with one of the common reasons cited being non-completion of an identified intervention program. This was despite the prisoner actively wanting to undertake the program but being advised by the centre they had been "wait listed". The</p>	High	<p>Statewide Operations</p> <p>Specialist Operations</p>

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>prisoners in particular requested that increased drug intervention programs be made available.</p> <p>The Manager Offender Development and Offender Development officers stated that a number of prisoners would not be placed on recommended intervention programs prior to parole eligibility dates. The process for placement on a program involved a prisoners intervention needs being assessed by a psychologist through the 'Risk Needs Assessment' process which was then translated into the prisoners Progression Plan outlining recommended intervention programs. Offender Development then considered identified needs whilst taking into account parole eligibility dates and existing wait lists to determine the best immediate course of action. This also considered whether interventions were best delivered / received in custody or within the community. However, with the increasing demand (prisoner state over capacity) for intervention programs it was not possible to service the programs delivery needs for all prisoners, including those that were identified through the triage process of being required to undertake their interventions prior to release.</p> <p>The Specialist Operations Directorate stated the programs standards/targets were not set in relation to system/local needs, but were set in consideration of what could be reasonably and effectively delivered within available/allocated funding/staff resources. With limited programs delivery resources in place at BWCC, the expected demand for intervention programs would not be achieved even with the use of contracted external service providers.</p> <p>The low percentage of prisoners per prison population undertaking programs due to limited funding is not a Queensland specific issue. It is an issue in many western and non-western correctional jurisdictions. However, Queensland is performing well having regard to its program quality and outputs based on funding levels. Nonetheless, similar to other national and international jurisdictions, there are not enough prisoners receiving the benefit of the quality programs delivered by the correctional administrators in Queensland.</p> <p>The Office of the Chief Inspector undertook consultation with Specialist Operations and was informed that Offender Rehabilitation and Management Services advised that retrospective data was not available to clarify the number of prisoners on programs waitlists at the time of the inspection. As of March 2016, there were 12 prisoners on the Low Intensity Substance Abuse Intervention program of which nil were past their parole eligibility date and 25 on the Pathways waitlist of which four (4) were past their parole eligibility date. Specialist Operations stated a commitment to the ongoing review of intervention program resourcing needs at a whole of system level, where required.</p> <p>The Office of the Chief Inspector noted the comments of the Specialist Operations Directorate and their commitment to continue to review the resourcing needs of intervention programs at a whole of system level, where required</p> <p>ROOT CAUSE/S – Environment (System)</p> <ul style="list-style-type: none"> • Environment – Funding/resourcing of intervention program service delivery. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Review intervention program resourcing needs at a whole of system level. 		
34	<p>LEARNING SKILLS DEVELOPMENT AND PURPOSEFUL ACTIVITY –</p> <p>Prisoners are encouraged and enabled to learn both during and after sentence and have access to good library facilities (Element – Library materials are reflective of the needs of the prisoner population and stock is updated</p>	Low	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>regularly).</p> <p>The protection Prisoner Advisory Committee members stated that a limited library was provided in the protection area, and that this was stocked mainly with romance and crime novels. The prisoners stated this library service was inadequate, with books seldom rotated and choice poor and limited. The Protection library was observed and found to be limited in nature in comparison to the mainstream library even when taking proportionality into account. The range of books made available to protection prisoners was limited.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the library service provided to protection prisoners to ensure materials are reflective of the needs of the prisoner population and are updated regularly. The <i>'Australian Prisons Libraries: Minimum Standards Guidelines'</i> may assist in determining a reasonable standard of service provision. 		
35	<p>PHYSICAL ACTIVITIES, ARTS, CRAFTS 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 (Element – Prisoners are encouraged to actively engage with health and fitness activities and All prisoners have the opportunity to use physical activity facilities at least twice a week).</p> <p>Emphasis on out of cell time and meaningful activity was a strong focus of BWCC management. However, there was evidence, including prisoner and staff statements, that activities were regularly cancelled as a result of re-deployment of the activities officers and/or insufficient custodial correctional officers to supervise. An audit of activities cancelled as a result of redeployment found that up to 39 activities were cancelled in a one month period. The General Manager acknowledged this issue and had developed a lock-down matrix that allowed the centre to share areas that needed to be locked down to facilitate emergency escorts. This "shared the pain" across the centre so that one particular area was not overly disadvantaged. A plan was in place to increase the number of custodial posts at the centre (Gate 3 and IP3) that may be utilised for emergency escorts and reduce the need to redeploy activities officers/lockdown accommodation areas.</p> <p>There was information provided in each secure accommodation block unit of available activities; however, the prisoners appeared to be required to self-motivate to engage in these activities. When unit officers were questioned about general activity and access to oval/gym sessions for the unit, they couldn't articulate or find any reference material as to when and what out of unit activity was scheduled.</p> <p>The Office of the Chief Inspector consulted with Statewide Operations and was advised that the deployment of staff to emergency escorts does occur. However, deployment is spread across all staff areas not just activities. In addition, as soon as possible after the deployment on an emergent escort, correctional officers were contacted to attend the centre on overtime. An automated SMS system was used to quicken the process which included seeking staff from other centres. If after all these efforts staff were not available to fill the shifts, it was an inevitable reality that some functions in the centre would be closed down to operate the centre.</p> <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate. The Appendix A - <i>Brisbane Women's Correctional Centre Full Announced Inspection Evidence Template</i> identified that centre management had implemented strategies to "share the pain" of activities cancellations and to seek alternative officer replacements. However, the end result was an unreasonable level of activities cancellations. This was</p>	High	<p>Correctional Centre</p> <p>Statewide Operations</p>

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>highlighted as not a local but a system issue based on centre management having implemented well considered strategies to address the issue but as a result of increasing prisoner numbers and unscheduled medical escorts system support was required to effectively address.</p> <p>ROOT CAUSE/S – Environment (System) and Methods (Local)</p> <ul style="list-style-type: none"> Environment – Inadequate resourcing resulting in redeployment of activities officers. Methods – Ineffective process for communicating to unit officers scheduled activity times. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review scheduled activities cancellations and impact this may have on prisoner management and develop strategies designed to mitigate the risk exposure in consultation with the Statewide Operations Directorate. Provide unit officers in the secure accommodation block activities schedules for their units and highlight the importance of encouraging prisoners to participate in activity session external to the accommodation area. 		
RE-ENTRY			
38	<p>CONTACT WITH THE OUTSIDE WORLD – Prisoners can access the outside world through regular and easy access to visits in a clean, respectful and safe environment. Prisoners and visitors are aware of the visit procedures and visit entitlements (Element – Prisoners are given information about visits during induction, and can access adequate personal weekly visits).</p> <p>The prisoner induction booklet was in general comprehensive; however, content in relation to the personal visits process was limited. The group induction also provided limited information on personal visits. For prisoners with limited literacy, or English as a second language, this may result in limited understanding and knowledge of this process.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the prisoner induction booklet and group induction format to ensure that sufficient information is provided to prisoners in relation to the personal visits process. 	Low	Correctional Centre
ANNEXURE A – WOMEN AND CHILDREN IN CUSTODY			
	<p>The centre provides an environment which is safe, supportive, comfortable and respectful, of an individual mother and her child, prioritising the care and development of the child (Element – Staff provide assistance, support and oversight of the parenting unit, The centre involves health practitioners to manage the needs of pregnant women, mothers and children in the centre, Mothers are able to exercise parental responsibility through informed choices, Provision of care for a mother and child is consistent with standards in the community and Adequate diet, buy ups, community activities and maintenance schedules are in place for mothers and children in the parenting unit).</p> <p>Issues in relation to the external medical treatment of children accommodated with their mothers are outlined under Standard 24 of this report, with root causes and remedial actions provided. These issues have been incorporated into the scoring for Annexure A in addition to the content provided below.</p> <p>The BWCC buy up list had additional items for purchase relevant to parenting and children, and items could be purchased through the Sales to Prisoners process. However, a mother of an infant baby stated an inability to purchase</p>	Medium	Correctional Centre Statewide Operations

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>particular brands of baby products, in this case a supermarket pharmaceutical hygiene product for her child. The mother stated that a sufficient reason as to why she could not purchase the product had not been provided, with the advice only that <i>'the brand was not available to the main store'</i>. The mother stated that the brand provided was inferior, and not meeting the requirements of her child.</p> <p>General assistance and support to mothers and children in the parenting units was the responsibility of a Correctional Counsellor with oversight from the Manager Offender Development. Day to day prisoner specific needs was the responsibility of the unit officers who were oversighted by a correctional supervisor and the Accommodation Manager Residential. When the Accommodation Manager Residential and Manager Offender Development were interviewed about day to day specific needs both considered this to be the Correctional Counsellor's responsibility. There was some confusion in relation to the role overlaps and this needed to be clarified.</p> <p>Some consideration could be given to providing Basic First Aid training to mothers and prisoner carers working in the parenting units. This may provide an opportunity to provide knowledge and skills to mothers in particular that may be invaluable to them as new parents.</p> <p>The Office of the Chief Inspector consulted with Statewide Operations and was advised that prisoners can make requests to have special products bought for their children. The product will be assessed for suitability in a correctional environment. If the prisoner is not satisfied of the outcome of a request they can write to the General Manager via the Blue Letter system.</p> <p>The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate concerning prisoner requests for special products for their children and the accompanying complaints mechanism.</p> <p>ROOT CAUSE/S – Methods (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> • Methods – Ineffective process for considering products to be made available to mothers and communicating outcomes. • Management Systems – Lack of clarity in relation to role and functions for addressing the needs of mothers and children. • Management System – Poor recognition of risk of mothers not having first aid training. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Centre management to review and implement effective processes for a mother to request a baby product, how these requests are considered, and how approval/non-approval is communicated to the prisoner. • Centre management to review the responsibilities of correctional officers in relation to managing/addressing the needs of mothers and children, and to ensure this is communicated to the respective officers and prisoners. • Statewide Operations to consider the provision of Basic First Aid certification to mothers and prisoner carers. <p>Note: See also Standard 24 for significant issues in relation to the health care needs of children accommodated with their mothers having to be sourced externally, and the procedural requirements for external carers.</p>		
ANNEXURE B – 17 YEAR OLD PRISONERS			
	<p>The centre provides an environment that is safe and supportive for 17 year old prisoners entering adult institutions and minimises exposure to the institutional culture and climate that may be responsible for promoting anti-social attitudes.</p> <p>(Element – A tailored induction for 17 year olds is used, All 17 year olds are</p>	Medium	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>able to access appropriate services, activities and programs and integration of 17 year old prisoners into the general population is carefully planned and managed).</p> <p>There was not a separate accommodation area for 17 year old prisoners, or a specific induction process. Youthful prisoners were integrated into the adult secure and residential accommodation units and attended the general weekly BWCC group induction.</p> <p>Two youthful prisoners that were received into BWCC during the inspection were both accommodated in the residential accommodation area. The Accommodation Manager Residential stated this was considered appropriate as it was the least restrictive environment for the level of risk and need identified by assessments of both prisoners. The placement assessments were detailed in the personal development area of Administrative Form 21 – <i>Application for Adult Prisoner Accommodation</i>, with the rationale for residential accommodation clearly documented. Comments were recorded with regards to adverse association issues by the intelligence unit; however there was no detail of the control measures required, noting existing association issues had been identified for the youthful prisoners in secure accommodation.</p> <p>Youthful prisoners on admission were not provided with information on the role of the Office of the Public Guardian and how they could be contacted (i.e. provided a copy of the <i>Community Visitor Flyer</i>). Both youthful prisoners interviewed were not aware of the functions of the Public Guardian in respect of their imprisonment.</p> <p>The Office of the Chief Inspector consulted with Statewide Operations and was advised that the Office of the Public Guardian regularly visit BWCC (at least once a month) and that prisoners are advised of these visits.</p> <p>The Office of the Chief Inspector noted the comments made by the Statewide Operations Directorate relating to visits made by the Office of the Public Guardian to BWCC.</p> <p>ROOT CAUSE/S – Methods (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> • Methods – Induction process does not sufficiently address the needs of youthful prisoners. • Management Systems – Lack of detailed management strategies to mitigate risk identified for a youthful prisoner. • Management Systems – Ineffective procedural compliance oversight. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Review the induction process to ensure tailored information for 17 year old prisoners is provided. • Ensure that where a risk is identified for a 17 year old prisoner that appropriate risk management strategies are developed and implemented. This should be effectively communicated to relevant staff responsible for the youthful prisoner's management, with regular oversight by a supervisor or manager. • Implement a process that ensures 17 year old prisoners on admission are provided information on the role of the Office of the Public Guardian, including provision of a copy of the <i>Community Visitor Flyer</i>. 		

ADDITIONAL ISSUES RAISED DURING THE INSPECTION

Reintegration Planning

The Specialist Operations Directorate informed the Office of the Chief Inspector that a Queensland Corrective Services 'SEQ Women's Re-Entry Services Project' to address the growth of female prisoner numbers was funding the development of a reintegration service specifically designed for female prisoners. The project was seeking to reduce the overcrowding at BWCC by assisting female prisoners to be released at the earliest and safest opportunity, and support prisoners participating in the service to remain safely in the community after release. The project seeks to ensure all female prisoners are released with support, with an emphasis on the involvement of the prisoner and providing a choice from an integrated network of linked services. Procurement processes had commenced with finalisation anticipated for May 2016. Service delivery implementation was planned to occur over the period May-June 2016 prior to the end of the existing Offender Reintegration Support Service contract on 30 June 2016. The BWCC Manager Offender Development and Transitions Coordinator stated that they were involved in providing advice to the project, which they felt confident would improve reintegration support services for all female prisoners.

Transfers to Helena Jones Centre

Sentence Management Services stated a barrier existed for a prisoner on prescribed medication transferring to the Helena Jones Centre. The recent development of a Queensland Health Central Pharmacy had caused this issue due to difficulty in organising for prescribed medication to be provided to a location where there was no Queensland Health nursing staff. Currently, it could take two to three months for Queensland Health to organise this process for a prisoner transferring to the Helena Jones Centre. This was not a concern for prisoners transferring to Numinbah Correctional Centre, where Queensland Health nursing staff provided seven day coverage. Queensland Corrective Services should undertake discussions with Queensland Health to discuss strategies to ensure prisoners are transferred to Helena Jones Centre within a reasonable timeframe.

The Office of the Chief Inspector consulted with Statewide Operations and was advised that the delays in obtaining medications from the Queensland Health Central Pharmacy for prisoners transferring to the Helena Jones Centre has been raised with the Queensland Corrective Services - West Moreton Health District Steering Committee. A change to Queensland Health file management is underway to alleviate this issue.

The Office of the Chief Inspector noted the comments of the Statewide Operations Directorate concerning changes to Queensland Health file management to avoid delays in obtaining medications.