

OFFICE OF THE CHIEF INSPECTOR

Chief Inspector Report, 2016

*Arthur Gorrie Correctional Centre Full-Announced Inspection
Report, 22 to 26 of February 2016*



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Table of Contents

Inspection Team.....	4
Note about Glossary of Terms	4
Executive Summary.....	5
Inspection Type and Methodology Used	6
Background.....	7
Centre Overview	7
Findings from Previous Inspections	9
Centre Rating for this Inspection	9
Inspection Summary	10
Safety	10
Respect	12
Purposeful Activity	13
Re – Entry	13
Areas Identified During this Inspection Meeting or Exceeding the Standard.....	14
Areas for Improvement Identified During the Inspection	16
Areas Requiring Improvement	16
Priority Ratings.....	16
Root Causes	16
Table of Findings, Root Cause and Remedial Examples	17
Additional Issues Raised During the Inspection	36
<i>Corrective Services Act 2006, s114 Referrals</i>	<i>36</i>
Prisoner Voting.....	36
Remand Prisoner Classifications.....	36
Intervention Programs.....	36
Cost of Prisoner Telephone System Calls	37
Prisoner Property and Release of Prisoners From Court	37

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Provision of Food to Prisoners on Release or Discharge 388

Incident Reporting **Error! Bookmark not defined.**38

Arthur Gorrie 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:

- Arthur Gorrie Correctional Centre – AGCC

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 Arthur Gorrie Correctional Centre (AGCC). The inspection was undertaken from 22 to 26 February 2016.

AGCC is privately managed and operated by GEO Group Australia under contract to Queensland Corrective Services. It is the remand centre for south-east Queensland male prisoners with a single bed capacity for 890 male prisoners.

AGCC was awarded an overall rating of '2'. This means the centre was performing well against the Healthy Prisoners Inspection standards with some weaknesses. The following table identifies areas performing strongly and those requiring improvement at a local level:

Areas Performing Strongly	Areas Requiring Improvement
<ul style="list-style-type: none"> Engagement between correctional officers and prisoners. <i>Live and Learn</i> (LEALI) program for prisoners discontinued from at-risk observations. Provision of accessible information using a 'Mega Poster'. Well designed and equipped cultural centre. AGCC Managers undertaking administrative decision making training facilitated by Qld Ombudsman. Annual review of food provision by dietician. Access to worship/faith meetings and chaplains. Program for Pacific Island prisoners to improve their ability to take part in other courses/programs. 	<ul style="list-style-type: none"> Prisoner access to initial reception phone calls. Compliance with QCS shared cell procedural requirements. Monthly elevated base line risk case note audits. Multi-disciplinary approach to identifying and developing strategies to address substance abuse. Resources available in the legal library. Availability of the Prisoner Telephone System. Resources available in the library to support prisoners undertaking courses or study and non-English speaking prisoners. Employment of prisoners in the education area. Opportunities for meaningful work and course availability. Supervision of meal allocations. Out of cell hours for prisoners. High rate of assault incidents. Lack of a sufficient self-auditing process in the Health Centre.

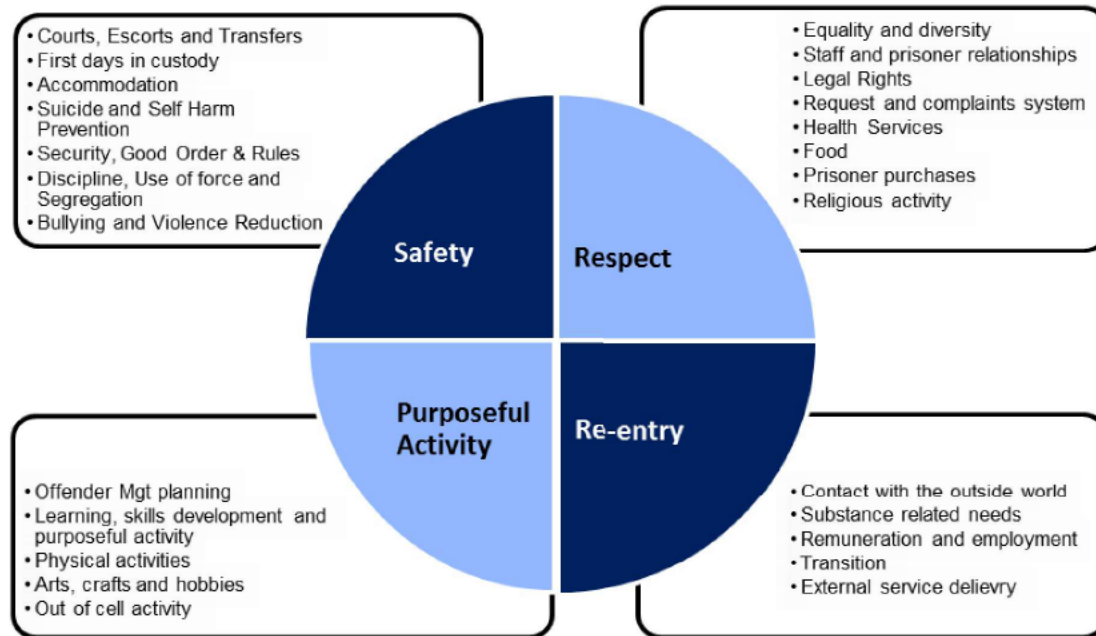
In addition to the above, a number of system level issues were identified, namely:

- Inadequate reception store infrastructure for prisoner property storage. Prisoner property was secured in tarpaulin bags within a compactus. No weighting system was used as a means of managing the volume of prisoner property due to increasing prisoner numbers. Officers were not able to determine if a prisoner's property was in accordance with s45 *Corrective Services Regulation 2006* volume 0.25m3 limits.
- Inadequate Health Centre infrastructure for the observation of at-risk prisoners.
- High rate of shared cell accommodation.

INSPECTION TYPE AND METHODOLOGY USED

The Office of the Chief Inspector undertook a **Full-Announced Healthy Prison Inspection** of AGCC in the week of 22 – 26 February 2016. 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;

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- 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 six (6) inspectors appointed to conduct the inspection by the Chief Inspector.

BACKGROUND

Centre Overview

AGCC is operated by GEO Group Australia under contract to Queensland Corrective Services. It is a high security facility situated in Wacol, South East Queensland providing a remand only function for male prisoners. It was commissioned in 1992 and was the first privately operated correctional centre in Queensland.

Information from the Reporting Services database identified the following prisoner demographics for AGCC for the month of February 2016:

- Average Daily State – 1141 prisoners;
- Prisoner Time in Centre – 59.77% less than six (6) months;
- Average Duration of Stay – 205 days;
- Indigenous Prisoners – 17.43%;
- Protection Prisoners – 21.3%;
- Legal Status:
 - Sentenced – 22
 - Sentenced / Remanded – 0
 - Remanded – 1062;
- Movements:
 - In – 555
 - Out – 628;
- Prisoner Employment Status:
 - Employed – 223 prisoners
 - Unemployed – 901prisoners;
- Prisoners on Safety Orders:
 - Safety Orders – four (4)
 - Consecutive Safety Orders – seven (7);
- Prisoners on At-Risk Observations – 78 prisoners.
- Drug Urine Tests:
 - Conducted – 96
 - On Spot Positives – 17
 - Confirmed Positive – 20; and
- Visits:
 - Mainstream – 1054

➤ Protection – 299.

AGCC has a built capacity of 890 prisoner accommodation cells and is separated into two (2) areas – A side and B side. A side accommodated mainstream prisoners with B side accommodating a mixture of protection and mainstream prisoners. There are 25 accommodation blocks, all of which are secure accommodation buildings. The infrastructure has been subject to several upgrades with a mix of 'older stock' and 'newer stock' accommodation units. Induction and first timers units were in place for both mainstream and protection prisoners. One accommodation unit (W1) was utilised for the placement of medium and low at-risk observation prisoners. This unit had cameras in the accommodation cells and an officer present 24 hours a day seven (7) days a week.

Additional facilities at AGCC included:

- a Multi-Cultural Centre;
- Gymnasium;
- Two (2) ovals;
- Two (2) programs buildings;
- Two (2) industries buildings;
- Health Centre;
- Two (2) reception stores;
- Main store;
- Visits; and
- External visits processing area.

As a remand only facility AGCC is not contracted to provide intervention programs but does provide lifestyle type programs; including:

- Life Skills;
- Learn and Live-Suicide Prevention Program;
- Goal Setting;
- Strong Not Tough;
- Peer Mentor Program (Buddy Program);
- Resilience Program; and
- Alcoholic Anonymous- run fortnightly for mainstream prisoners only.

Industries employment included:

- Woodwork;
- Metalwork;
- Horticulture;
- Textiles and print shop; and
- Fish breeding provided to Australia Zoo for feeding of injured animals.



The 'QCS Monthly Violence Data Report December 2015' recorded 56 assault related incidents at AGCC for the month of December 2015. The report states AGCC had the highest rate of assault incidents per 100 prisoners of 5.11%. The centre also recorded 32 'Nominated incidents' during the same period (injury, offensive behaviour, self-harm, threats against offender and threats against staff).

Findings from Previous Inspections

The last full announced inspection at AGCC occurred in April 2012, with the centre receiving a rating of '2'. The inspection report stated that the centre was performing well against the Healthy Prison Test with good performance across most areas / outcomes. There were a total of 32 recommendations for improvement made by the inspection team, with seven (7) of these receiving a risk rating of high, 25 medium and nil low.

For further information in relation to the previous AGCC inspection, including Follow Up Inspection outcomes, refer **Appendix B – Previous Chief Inspector Report – May 2012**.

CENTRE RATING FOR THIS INSPECTION

A ratings system was used by the Office of the Chief Inspector to provide a measure of AGCC'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.

AGCC was assessed overall as:

Rating	Description
2	The centre was performing well against the Healthy Prisons Inspection standards. There was good performance across most inspection standards and core elements. There were some weaknesses but either they are not considered significant, or, if they are significant, they exist only in a small number of areas.

A 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:

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- **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 Queensland Health).

INSPECTION SUMMARY

The following provides a summary of the inspection findings:

Safety

Areas working well

- To facilitate the high volume of prisoner movements, the AGCC reception store functions had been separated and operated from two locations. Both reception stores were staffed by a permanent roster of reception officers. These staff presented as experienced and competent in the processing of prisoners. The use of an iris scanner eliminated any error in prisoner identification.
- Comprehensive assessments were undertaken in regards to new prisoners received into the correctional system.
- There was positive engagement and interaction between correctional officers and prisoners. Prisoners stated that they were comfortable approaching staff to ask for assistance.
- A peer support system was in place in each accommodation unit. These were prisoners who had been identified and assessed as trusted and willing to help other prisoners.
- A 'Mega Poster' had been developed to provide accessible information for prisoners regarding behaviours, rules and expectations. These were placed in all accommodation units and other prisoner access areas around the centre.
- A program developed by AGCC and accredited by Queensland Corrective Services titled *Live and Learn* (LEALI) provided a tool for prisoners who had been discontinued from at-risk observations.
- Use of a Google Translate application embedded in the GEO Intranet provided for any word or PDF document (for example, Prisoner Information Booklet, Prisoner Request Form) to be translated into one of 82 languages.
- Anti-bullying and violence reduction was an area of focus.
- Interviews with prisoners and observations of AGCC officer interactions identified that prisoners were generally treated with fairness, natural justice and in an ethical manner.

CCC EXHIBIT



Photograph 3 – AGCC ‘Mega Poster’

Areas to be improved

- The vehicle lock in Reception B contained an excessive number of boxes containing prisoner issue items such as uniforms. [REDACTED]
- Infrastructure provided for assessment interviews were not adequate for the maintenance of confidentiality.
- A number of prisoners raised consistent reports that their initial reception phone calls were not conducted on their day of their arrival to the centre.
- Not all prisoners with an elevated base line risk were allocated to ‘new stock’ cells as required by Queensland Corrective Services procedure. AGCC had been provided a contract exemption by Queensland Corrective Services due to the high percentage of elevated base line risk prisoners that exceeded that of ‘new stock’ cells available.
- Monthly elevated base line risk case note audits were brief. They did not evidence in detail a review of case notes recorded for the prisoner over the preceding month had been conducted.
- There was poor compliance with Queensland Corrective Services shared cell accommodation assessment and case noting procedural requirements.
- The Health Centre infrastructure was unsuitable for the observation of high at-risk prisoners.
- The use of standardised pre-populated forms for conditions and privileges for prisoners being managed under at-risk management processes and / or placed on safety orders and separate confinement orders. This led to inadequate consideration of individual circumstances.
- The focus of the AGCC drug strategy was the Queensland Corrective Services *Appendix 14 – Drug and Alcohol Response* sanctions. This resulted in only a supply reduction emphasis. There was limited availability of substance programs to assist those prisoners identified as having illicit drug problems.

Respect

Areas working well

- The cultural centre was well designed and equipped with cultural items available for a variety of prisoners, including Aboriginal and Torres Strait Islander and Muslim prisoners.
- AGCC managers had completed administrative decision making training facilitated by the Queensland Ombudsman. This is good practice to ensure decision making is carried out in a lawful and reasonable manner.
- AGCC Health Centre officers demonstrated a commitment to making a number of changes required to enhance health services. This included a clinical framework using a matrix based assessment. This was designed to deliver an objective method of assessing urgent and non-urgent conditions to ensure patients were treated in a timely and appropriate manner.
- Substance dependent prisoners were provided with first night symptom relief after screening and testing. Prisoners affected by alcohol were provided with detox management on admission.
- Food provision was reviewed by a dietician annually. A Food Safety Audit was conducted by the Brisbane City Council with a 4 star rating received on 10 September 2015.
- Access to worship / faith meetings were available on each Sunday with each area of the centre provided a scheduled time to keep all prisoners as safe as possible. Qurans, prayer mats, bibles and religious reading materials were observed in the possession of prisoners and in the centre library. The chaplains stated that they made every effort to obtain requested materials regardless of the religious denomination.



Photographs 4 and 5 – AGCC Cultural Centre

Areas to be improved

- The legal library included basic resources in the area of criminal law. A number of the legislation provided to prisoners were outdated with one dating back to 2008. There were also a number of folders containing redundant Queensland Corrective Services procedures that had now been replaced by Custodial Operations Practice Directives.
- AGCC had responsibility for delivering medical services under their private contract with Queensland Health but not dental services. The Queensland Health Metropolitan South Hospital and Health Services delivered dental services but there was no signed Memorandum of Understanding (MOU) or similar service delivery agreement. With current demand for dental health services a community standard could not be provided to AGCC prisoners.

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- The lack of a sufficient self-auditing process in the Health Centre provided a potential for non-compliance with procedures, legislation and standards. There was no clear system to provide accurate waiting times.
- General observations of the Health Centre identified that space was limited and infrastructure limitations were acute.

Purposeful Activity

Areas working well

- A program had been developed for Pacific Island prisoners around language and culture which improved their ability to take part in other courses / programs. From 15 participants of a recent program two had progressed to undertake a Certificate II in Business.
- Prisoners were encouraged to participate in recreational activities through programs, organised events and competitions held in the centre. This included prisoners having access to the oval twice a week for one (1) hour and access to the gym once a week for one (1) hour. An *Aged and Infirm Program* offered specialist support daily and a Certificate III Health and Fitness Course was facilitated.



Photographs 6 and 7 – AGCC Gymnasium

Areas to be improved

- There was long wait lists to undertake programs. For example, 700-800 prisoners were listed for programs.
- The library was under resourced with limited items to support prisoners undertaking courses or study. There were also limited resources for prisoners of other non-English speaking ethnicity. The library system was run on an honour system and as such many books were unaccounted for. A true account of library resource materials was unknown.
- While the education area had funding for the employment of prisoner workers on a full time basis, there were no prisoners employed at the time of the inspection.
- The *Agency Performance Meetings February 2016* report states that the average out of cell time for AGCC prisoners in February 2016 was only 8.20 hours.

Re – Entry

Areas working well

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- The visits area presented as clean and tidy with prisoners cleaning the area straight after each session finished and prior to the next session commencing.
- Prison industries consisted of woodwork, metalwork, horticulture, textiles and print shop. There was also fish breeding undertaken which was provided to Australia Zoo for feeding of injured animals.
- Surveys and feedback were taken from prisoners and correctional officers in relation to services provided by external services delivery providers. Monthly meetings were undertaken with the providers to discuss and address any service delivery concerns.



Photograph 8 – AGCC Visits Area

Areas to be improved

- The prisoner telephone system was only available from 8:00 a.m. until 4:00 p.m. For prisoners wanting to talk with their children during the week they were limited to before school and after school hours. This meant there was only half an hour in the morning and half an hour to an hour in the afternoon where they could possibly make calls. This created a high demand for the telephone system at these times.
- The availability of employment work was limited to the industries and kitchen areas of the centre. The lack of employment resulted in prisoners spending long periods of the day unoccupied.

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 AGCC:

Safety – Standards

2	<i>Prisoners understand where they are going and what to expect when they arrive</i>
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6	<i>Prisoners are fully supported on arrival and during their early days in prison</i>
11	<i>Security and good order are maintained through positive staff–prisoner relationships based on mutual respect</i>
12	<i>Rules, routines and behavioural expectations are well-publicised, proportionate, fair and encourage responsible behaviour</i>
Respect – Standards	
20	<i>The centre provides an environment and culture, which embraces cultural diversity, and promotes equality for all staff, prisoners and visitors within</i>
21	<i>Prisoners are treated respectfully by all staff, and are encouraged to take responsibility for their own actions and decisions</i>
23	<i>Effective request and complaint procedures are in place, are easy to access, easy to use and provide timely responses</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>
28	<i>Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs</i>
29	<i>All prisoners are able to practise their religion in safety</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	
Nil	
Re-Entry – Standards	
42	<i>External service delivery is managed appropriately to ensure it is efficient and effective</i>

The centre had implemented several positive initiatives in relation to **Standard 4**. Relevantly, health assessments were comprehensive and involved separate prisoner interviews by two nurses. The first interview was a health and medical assessment and the second interview a health and medical induction. Nursing staff were friendly and informative, building rapport easily with the prisoners.

Standard 4 also included the GEO AGCC Intranet having a Google Translate application embedded within it. This provided for any word or PDF document (for example, Prisoner Information Booklet, Prisoner Request Form etc.) to be translated into one of up to 82 nominated languages.

A new program developed by AGCC and accredited by Queensland Corrective Services titled 'Live and Learn' (LEALI) had commenced (**Standard 8**). The program was a one on one management tool for prisoners who were no longer on at-risk observations. Discussions were being undertaken with Queensland Corrective Services for the program to be facilitated as a group based program.

There were positive practices in place for **Standard 26** with food and nutrition requirements for prisoners reviewed by a dietician annually and a Food Safety Audit being conducted by the Brisbane City Council (provided AGCC with a 4 star rating on 10 September 2015).

A good initiative had been undertaken for **Standards 34** with a program developed for Pacific Islander prisoners around language and culture which also improved their ability to take part in other courses / programs. From 15 participants of a recent program, two had progressed to undertake a Certificate II in Business.

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. **A total of 33 areas for improvement were identified with 10 assessed as of high priority, 18 of medium priority, five (5) 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.

CCC EXHIBIT

- **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			
1	<p>COURTS, ESCORTS & TRANSFERS – Prisoners travel in safe, decent conditions during escort and are treated with respect (Element - Prisoner information and property is passed on).</p> <p>Prisoner property was secured in tarpaulin bags within a compactus. No weighting system was used as a means of managing the volume of prisoner property. AGCC reception store officers stated use of tarpaulin bags had been implemented to address the increasing prisoner population. This had impacted on the storage capacity for prisoner property. This had resulted in property crates (that were based on corrective services legislation property limitations) not being able to be used. The officers were not able to determine if a prisoner's property was in accordance with s45 <i>Corrective Services Regulation 2006</i> volume 0.25m3 limits. There was no measure to what was placed in the bags and no method to determine property limitations.</p> <p>The infrastructure of Reception A resulted in prisoner property being accessible by reception store prisoner workers. Prisoner workers were supervised but the reception store was a busy area with reception officers processing prisoners in / out of the centre. Officers were not able to constantly monitor the activity of the prisoner workers.</p> <div style="display: flex; justify-content: space-around;">   </div> <p>Photographs 9 and 10 – AGCC Reception Store A</p>	Medium	<p>Correctional Centre</p> <p>Operational Support Services</p>

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>ROOT CAUSE/S – Environment (Local)</p> <ul style="list-style-type: none"> Environment – Inadequate reception store infrastructure for prisoner property storage. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review method of determining prisoner property limitations to ensure a process is implemented that ensures prisoners may have property in accordance with corrective services legislative requirements. Review methods for storing prisoner property and supervision of Reception A reception store prisoner workers to ensure that sufficient practices are in place to ensure the security of prisoner property. 		
2	<p>FIRST DAYS IN CUSTODY – Prisoners are treated with respect on arrival at the prison (Element - Reception store conditions are safe and clean).</p> <p>The vehicle lock in Reception B contained an excessive number of boxes containing prisoner issue items, for example uniforms. The security door between the reception store and the reception vehicle lock was left unlocked to allow prisoner reception workers to access the storage items. The reception security door was secured prior to an escort vehicle entry to the vehicle lock.</p>  <p>Photograph 11 – AGCC Reception Store B</p> <p>ROOT CAUSE/S – Environment (Local)</p> <ul style="list-style-type: none"> Environment – Inadequate storage infrastructure for prisoner issue items. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review systems for storage of prisoner issue items to determine locations in non-secured areas that may better utilised. 	Medium	<p>Correctional Centre</p> <p>Operational Support Services</p>
2	<p>FIRST DAYS IN CUSTODY – Prisoners are treated with respect on arrival at the prison (Element - Prisoners have adequate provisions for first days in custody).</p> <p>Prisoners were provided a reception pack that contained a number of essential items but no deodorant was provided. This was raised by prisoners as a concern, in particular by prisoners placed in accommodation units where time restrictions were placed on showers.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review prisoner reception pack to consider if a deodorant may be provided. Where this is determined to be cost prohibitive, consider implementation of a process to provide for prisoners to purchase deodorant on reception. 	Medium	Correctional Centre

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Standard	Area for Improvement	Priority Rating	Business Unit
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 - Immediate risks and needs are identified and actioned).</p> <p>An Immediate Risk Need interview and an at-risk interview conducted in the Reception B area were undertaken in locations that lacked confidentiality. This may inhibit a prisoner from providing open and honest accounts of their personal histories and current thoughts of hopelessness / helplessness.</p>  <p>Photograph 12 – AGCC Reception Store B</p> <p>ROOT CAUSE/S – Environment (Local)</p> <ul style="list-style-type: none"> Environment – Inadequate reception store infrastructure for conducting confidential prisoner interviews. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review available infrastructure and implement required modifications to provide for enhanced confidentiality of prisoner interviews. 	High	<p>Correctional Centre</p> <p>Operational Support Services</p>
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 reception store officer interviewing a prisoner being admitted to the correctional system for the first time stated to the prisoner that protection status was generally for paedophiles. The behaviour by the officer is unsatisfactory. It may provide a barrier to prisoners with adverse association issues raising concerns at point of reception.</p> <p>ROOT CAUSE/S – Management Systems (Local)</p> <ul style="list-style-type: none"> Management Systems – Inadequate supervision to ensure correctional officers providing appropriate information to prisoners. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Inform all correctional officers involved in reception processes that protection status is for a range of factors and not just limited to the index offences that a prisoners may be charged / convicted of. 	Medium	Correctional Centre
5	<p>FIRST DAYS IN CUSTODY – Prisoners know what will happen next and the sources of help that are available (Element - Prisoners are provided a reception call).</p> <p>There were consistent reports that initial reception phone call were not conducted for prisoners on the day of their arrival to the centre. AGCC</p>	High	<p>Correctional Centre</p> <p>Specialist Operations</p>

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>induction unit officers stated there were difficulties in making reception calls for prisoners when they were received into the units later in the day. This was made more difficult by the prisoner telephone system being switched off at 4:00 p.m. and the early lock-away of prisoners (by 4:30 p.m.)</p> <p>ROOT CAUSE/S – Environment (Local) and Methods (Local)</p> <ul style="list-style-type: none"> Environment – Removal of the prisoner telephone system from Reception B (where prisoners are admitted to the correctional system). Methods – Lack of effective processes for proving reception phone calls for prisoners in induction units. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the potential for a prisoner telephone system to be installed in Reception B to facilitate reception calls from this location. Ensure prisoners are processed and moved to induction units in sufficient time for reception calls to be facilitated prior to the prisoner telephone system cut off. Extend the prisoner telephone system cut off time. AGCC correctional officers advised that as a remand centre admitting prisoners to the correctional system there is an increased need for prisoners to access family / friends as soon as possible. Anxiety levels (leading to possible at-risk behaviour) may be increased for prisoners where reception phones calls are delayed. Additionally, matters including child care, rental, employment, family notifications may also be impacted by delays in prisoners making reception phone calls. 		
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 - Cell placement is appropriate to prisoner needs).</p> <p>An audit of Queensland Corrective Services shared cell accommodation procedure requirements identified poor compliance in relation to individual assessment and case note requirements. Generally:</p> <ul style="list-style-type: none"> Case notes were not been entered at all. Where they were, case notes only stated that the prisoner was placed in a shared cell arrangement; or Contained only the Integrated Offender Management System number of the prisoner who was to be doubled up. <p>Unit officers interviewed during the inspection stated that it was centre practice to ask prisoners if they remained happy with the shared cell arrangement. There was generally a lack of knowledge and understanding of the procedure requirements for shared cell arrangements to be reviewed fortnightly and case noted.</p> <p>ROOT CAUSE/S – Environment (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> Environment – Lack of 'new stock' accommodation units for placement of Elevated Base Line risk prisoners. Management Systems – Lack of effective systems to oversight shared accommodation cell process requirements. <p>REMEDIAL EXAMPLES –</p>	High	Correctional Centre

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Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> Develop and implement a process that ensures unit officers are aware of the shared accommodation cell procedure requirements and the importance of maintaining compliance. Review process for oversight of shared accommodation cell procedure compliance to ensure systems are in place to monitor and regularly review service delivery quality standards. 		
8	<p>SUICIDE AND SELF HARM PREVENTION – The prison provides a safe and secure environment which reduces the risk of self-harm and suicide and effectively manages the specific needs of different prisoner groups and levels of risk (Elements - Effective process in place for identifying and managing at risk prisoners at any point of incarceration and Centre management regularly review incidents, infrastructure and processes to identify improvements and promote good practice).</p> <p>Not all prisoners with an Elevated Base Line Risk were allocated to 'new stock' cells as required by Queensland Corrective Services procedure. A contract exemption had been provided to AGCC by Queensland Corrective Services based on the high percentage of Elevated Base Line Risk prisoners which exceeded 'new stock' cells available. The exemption excluded Aboriginal and Torres Strait Islander prisoners. A working instruction had been put in place to assess and case note Elevated Base Line Risk prisoners that had been identified as suitable for placement in the 'older' stock accommodation cells.</p> <p>An audit of AGCC Elevated Base Line Risk prisoners identified monthly case note audits were brief. They did not evidence in detail a review of case notes for the preceding month had been conducted. There was also poor consideration of the prisoner's stability and self-regulation. In general the case note audits simply stated that the prisoners Elevated Base Line Risk status was "noted" and there was nothing further to report, as evidenced by the following case note for a prisoner: "<i>Case note audit completed. EBLR Status of prisoner noted. Nil indicators of increased risk.</i>"</p> <p>ROOT CAUSE/S – Environment (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> Environment – Lack of 'new stock' accommodation units for placement of Elevated Base Line risk prisoners. Management Systems – Lack of effective systems to oversight Elevated Base Line Risk process requirements. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Develop and implement a robust system for assessing and determining priority placement needs of Elevated Base Line Risk prisoners.* Develop and implement a process that ensures correctional supervisors are aware of the Elevated Base Line Risk procedure requirements and the importance of maintaining compliance. Review process for oversight of Elevated Base Line Risk procedure compliance to ensure systems are in place to monitor and regularly review service delivery quality standards. <p>* The Office of the Chief Inspector has been informed of work being undertaken by the Specialist Operations Directorate in consultation with correctional centres on this matter.</p>	High	<p>Correctional Centre</p> <p>Specialist Operations</p>
9	<p>SUICIDE AND SELF HARM PREVENTION – 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</p>	High	Correctional Centre

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>(Elements - Effective accommodation regime in place for at risk prisoners that supports safety without being punishment).</p> <p>The AGCC Health Centre observation areas used for management of at-risk prisoners was unsuitable for the observation of high at-risk prisoners. In particular, the constant / high risk observation cells had a high volume of movement past them with the prisoners under at-risk management clearly visible to other prisoners and correctional officers. This exposed at-risk prisoners located in these cells to constant disruptions, affecting their sleep and potential progress of an at-risk regime. These were very small, bare rooms with no fixtures. A prisoner was provided a mattress only and had to sleep on the floor. Larger observations wards were utilised for prisoners on high observations. These were also bare rooms with no fixtures with prisoners sleeping on a mattress on the floor. The observation areas were located around the Health Centre which dispersed and isolated correctional officers conducting observations.</p>  <p>Photograph 13 – AGCC Health Centre High Risk Observation Cell</p> <p>ROOT CAUSE/S – Environment (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> Environment – Inadequate Health Centre infrastructure for observation of at-risk prisoners. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review Health Centre and determine infrastructure modifications required to affect the humane and dignified management of at-risk prisoners within a safe and secure protective envelope. 		Operational Support Services
9	<p>SUICIDE AND SELF HARM PREVENTION – 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 (Element - At Risk Management plans are in place, effective, and well communicated).</p> <p>A 'GEO At-Risk Management Training Manual' (GEO Training Manual) prescribed conditions based on the observations levels of prisoners. During a Risk Assessment Team meeting elements of a prisoner's at risk management planning were undertaken based on the individual risk / need of the prisoner. However, a prepopulated <i>Administrative Form 63 - At Risk Management Plan</i> was used to match observation regimes with access to personal items and specific conditions. The form was based on the observation regimes / conditions prescribed by the GEO Training Manual. While some form of guidance or examples are important, copying an automatic process will not address the individual risk and need factors of a prisoner.</p> <p>ROOT CAUSE/S – Methods (Local)</p>	Medium	Correctional Centre

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Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> Methods – Local practice / procedure inconsistent with legislative and Queensland Corrective Services procedure requirements. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Ensure that guidance provided for At Risk Management Plans still ensure that conditions are based on the assessed individual risk / need of the prisoner. 		
13	<p>SECURITY, GOOD ORDER AND RULES – Security and good order are maintained through attention to physical and procedural matters (Elements - Effective contingency planning framework in place and Threat risk assessments are carried out for relevant escorts)</p> <p>The AGCC 'Annual Training Plan' provided for contingency training to be conducted twice per month. Contingencies were inclusive of all relevant codes; however an inter-agency training contingency (for example Queensland Fire and Emergency Services) had yet to be actioned. Queensland Corrective Services procedure requires interagency contingency testing to be completed at a minimum of twice per year.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Local practice not effectively aligned with Queensland Corrective Services procedure. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Centre management make enquiries with local emergency services agencies with a view to conducting inter-agency contingency testing. 	Medium	Correctional Centre
13	<p>SECURITY, GOOD ORDER AND RULES – Security and good order are maintained through attention to physical and procedural matters (Elements - Effective contingency planning framework in place and Threat risk assessments are carried out for relevant escorts)</p> <p>There was a high level of movement through both the Reception A and Reception B areas. Systems were in place to provide for effective and safe management of prisoners through these locations, for example dedicated reception store officers and completion of relevant threat assessments. However; inspectors observed an identified risk prisoner present in Reception A for transfer to another correctional centre. Reception store officers were unaware of the prisoners identified risk status. The <i>Administrative Form 98 – External Escort Intelligence Advice</i> had been completed and emailed to the Reception Supervisor but this had not been opened and read. The matter was raised with the centre General Manager who implemented the following day a process whereby:</p> <ul style="list-style-type: none"> an intelligence unit officer was required to ring the Reception Supervisor to inform of the identified risk status of a prisoner to be escorted; and the escort risk assessment had been emailed to the supervisor. <p>It was noted the prisoner's removal paperwork and Integrated Offender Management System profile clearly identified the identified risk status of the prisoner. This should have provided direct notice to the reception officers of the prisoner's enhanced security risk and resulted in enquiries being made to locate</p>	Medium	Correctional Centre

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>the <i>Administrative Form 98 – External Escort Intelligence Advice</i>.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Lack of effective local practices for training staff to identify prisoners with enhanced security risk and make reasonable enquiries. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Undertake training with reception store officers to ensure they have an understanding of systems in place to identify risks presented by prisoners, including: <ul style="list-style-type: none"> ➤ What paperwork / information should be available for nominated risk levels; ➤ To make enquiries where relevant paperwork / information has not been provided; and ➤ Who to make relevant enquiries with. 		
14	<p>SUBSTANCE ABUSE – All prisoners are safe from exposure to and the effects of substance use while in prison (Elements - An effective multi-disciplinary drug strategy is in place to prevent drug use and Both consequences and intervention/support is provided when a prisoner tests positive to drugs)</p> <p>The focus for the AGCC drug strategy was the Queensland Corrective Services <i>Appendix 14 – Drug and Alcohol Response</i> sanctions. This resulted in a supply reduction emphasis. The availability of substance programs to assist those prisoners identified as having illicit drug problems was limited. The link between a prisoner as having used substances in custody and strategies designed to reduce demand for substances through intervention to address such use was not clearly articulated.</p> <p>ROOT CAUSE/S – 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 abuse that balances demand reduction and supply detection. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> The Statewide Operations Directorate is developing guidelines to provide support for the development and implementation of a structured multi-disciplinary drug strategy. When this product has been developed AGCC centre management should review and implement strategies in accordance with the guidelines. 	Medium	Correctional Centre
15	<p>DISCIPLINE, USE OF FORCE AND SEGREGATION – Prisoners are subject to reasonable disciplinary procedures, which are applied fairly and for good reason (Elements - 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>There was evidence of a clear, fair and properly recorded breach hearing process although considerable variation was found in the breach hearings examined, including:</p> <ul style="list-style-type: none"> Consistency varied in terms of the level of detail provided during breach hearings; 	Medium	Correctional Centre

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> The evidence that supported a plea of guilty was not verbally presented so that it corroborated the guilty plea; Breach documentation was very brief in terms of detail of the hearing held with the prisoner; Limited evidence available to prove the breach with guilty pleas being relied upon to support findings; and In one case the breach hearing took place 19 days after the breach had occurred and took less than one (1) minute and 53 seconds to be heard. <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Local practice not effectively aligned with Queensland Corrective Services procedure. <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. 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. 		
16	<p>DISCIPLINE, USE OF FORCE AND SEGREGATION – 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 (Elements - Staff are trained in de-escalation techniques and approved control and restraints Methods)</p> <p>Use of Force Training records as of 15 February 2016 for AGCC identified that:</p> <ul style="list-style-type: none"> 84% of custodial correctional officers were up to date for the Control and Restraint theory component; and only 58% for the physical component. <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Management system – Inadequate systems for ensuring officers mandatory accreditation training requirements are maintained. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Develop a training plan that ensures all custodial training officers are trained in both the Control and Restraint theory and physical component as soon as possible. Review systems for accreditation training to ensure that an acceptable tolerance level is achieved. Where mandatory training falls below the acceptable tolerance level this should be immediately communicated to the centre General Manager. 	High	Correctional Centre
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 (Elements - Placement in segregation is authorised and appropriate and Reasons for segregation are clear and have been</p>	Medium	Correctional Centre

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>explained to the prisoner)</p> <p>Observations of the detention unit and discussion with the AGCC manager responsible for the unit identified that generally prisoners were placed in the unit under appropriate authorisation. There was concern that Queensland Corrective Services <i>Administration Form - Separate Confinement</i> and <i>Administration Form - Safety Order</i> for prisoners placed in the detention unit were pre-populated with information that may result in mandatory / arbitrary application of conditions / privileges restrictions.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Local practice / procedure inconsistent with legislative and Queensland Corrective Services procedure requirements. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Ensure that guidance provided for prisoners placed on separate confinement orders and safety orders still ensure that conditions are based on the assessed individual risk / need of the prisoner. 		
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 (Elements - Placement in segregation is authorised and appropriate and Reasons for segregation are clear and have been explained to the prisoner)</p> <p>The reasons for segregation for prisoners in the detention unit at that time of the inspection were generally clear, authorised and had been explained to individual prisoners. There was an exception for a prisoner who had been subject to a number of continuing safety orders. The prisoner had his consecutive safety order cancelled on 22 February 2016 as a result of being found guilty of a breach of discipline. From the conclusion of the separate confinement order to the centre approval of a new safety order the prisoner was segregated for a period of over 11 hours without any apparent lawful authority. This case example raises a significant local and statewide concern: prisoners might be subjected to extended segregation under local safety orders without requiring central office delegate or official visitor review of the orders.</p> <p>ROOT CAUSE/S – Methods (Local)</p> <ul style="list-style-type: none"> Methods – Local and possible statewide practice / procedure can lead to extended segregation without sufficient safeguards <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Queensland Correctional Services to review systems for the management of prisoners under segregation to ensure humane containment and formal oversight processes are in place. In particular this should determine the process to be followed when: <ul style="list-style-type: none"> ➤ a prisoner on a safety order (initial and consecutive) is found guilty of a breach of discipline and a separate confinement order is raised; and ➤ the intention is for the prisoner to continue to be segregated from other prisoners at the conclusion of the separate confinement order on a safety order. 	High	<p>Correctional Centre</p> <p>Operational Support Services</p>

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Standard	Area for Improvement	Priority Rating	Business Unit
18	<p>BULLYING AND VIOLENCE REDUCTION – 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 (Elements - Centre management regularly review statistics, and develop and review strategies to manage patterns of violence)</p> <p>AGCC centre management regularly reviewed assaults in monthly meetings. Functional managers and correctional supervisors attended a prisoner management 'SAFE' review to discuss individual prisoners. The monthly meetings provided a long term focus. The 'SAFE' meeting provided tactical options for proactive reduction of violence rather than reacting to incidents. AGCC officers were aware that monthly assault incident reviews took place but it was not clear if long term strategic trends were provided to the 'SAFE' meeting. The 'SAFE' meeting was more focussed on individual prisoners and the reactive tactics to deal with them.</p> <p>ROOT CAUSE/S – Management Systems (Local)</p> <ul style="list-style-type: none"> Management Systems – Lack of information sharing between strategic and tactical processes. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review processes for assault reviews and 'SAFE' meeting to ensure information sharing / consistency in identifying and managing prisoners. 	Low	Correctional Centre
19	<p>INCENTIVES AND ENHANCEMENTS PROGRAM – Prisoner behaviour management is supported by an Incentives and Enhancement Program, which is applied fairly and consistently</p> <p>AGCC had not implemented an incentives and enhancement program due to its remand function. The centre provided an incentive (extra personal visit) for prisoners who had been in the centre for six (6) months or longer and demonstrated acceptable behaviour. Nearly 60% of prisoners accommodated at AGCC at the time of the inspection spent less than six (6) months in the centre compared to 35% in July 2015 when the visits incentive was implemented. There was also no clear process for how a decision not to grant an incentive visit could be reviewed. This was also not outlined in the induction material or the prisoner information booklet.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the six (6) month threshold for visits incentive eligibility. Implement processes for reasons / review for an incentive visit not being approved. 	Low	Correctional Centre
RESPECT			
22	<p>LEGAL RIGHTS – Prisoners are supported to freely exercise their legal rights (Elements - A legal library is available that meets the reasonable needs of prisoners)</p> <p>The legal library included basic resources in the area of criminal law with a number of outdated legislation. There were also copies of old Queensland Corrective Services procedures which had been replaced by Custodial Operations Practice Directives.</p>	High	Correctional Centre Operational Support Services

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>The centre did not provide in-cell laptops for legal use which could be borrowed to prepare for legal matters. Desktop computers were provided in each unit for the use of prisoners to prepare legal matters. Prisoners were required to ask a correctional officer to printout work completed on these computers and copy legal documents. Prisoners were not able to print out legal documents without a third party handling this information.</p> <p>It is important that the AGCC legal resource centre is properly resourced as prisoners are remand only / unconvicted and require sufficient access to legal resources.</p> <p>ROOT CAUSE/S – Management Systems (Local)</p> <ul style="list-style-type: none"> Management Systems – Lack of an effective oversight system to ensure legal resource information is sufficient for prisoner needs. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Provide additional contemporary legal resources. For example, an introductory textbook for prisoners with a limited understanding of the legal system, family law textbooks and an administrative law textbook. Provide relevant publicly available Custodial Operations Practice Directives. This should include provision of the <i>Legal Resource Access for Prisoners</i> procedure. Implement a process for prisoner access to Queensland Corrective Services provided in-cell laptops for legal use. Review local process in regards to copying and printing legal documents to ensure that the confidentiality of this information is maintained. 		
24	<p>HEALTH SERVICES – That the health services provider ensures that they deliver health care assessments and services which promote continuity of health and social care, commensurate with community standards (Element - Prisoners are cared for in conditions that are accessible to all and maintain decency, privacy and dignity)</p> <p>The infrastructure at the Health Centre was poor and impacted on the decency, privacy and dignity of prisoners. Relevantly:</p> <ul style="list-style-type: none"> Prisoner receptions - prisoners were interviewed in an open area with three tables side by side and less than a metre from one another. This meant a prisoner's medical information could sometimes be overheard by others. In addition a bed for acute patients was located only four (4) metres away from the three tables. The room was also used to deliver opiate medication which added to the lack of privacy; The constant / high risk observation cells were located adjacent to the waiting rooms and main reception desk. The two cells provided no privacy for the prisoners that were located within them. For example, a prisoner placed in one of the cells for three days on constant observations was clearly visible in his underwear and was shouting to staff and prisoners loudly as they entered the unit. This provided no privacy to the individual concerned. It also made the area noisy and created a stressful environment for staff, prisoners attending medical appointments and new receptions; and Limited placement options existed with one of the observation cells unavailable due to recent damage. 	High	Operational Support Services

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	<p>In general, space in the Health Centre was limited and infrastructure limitations acute. A works submission to convert a medical room into two private consulting rooms had been made.</p> <p>ROOT CAUSE/S – Environment (Local)</p> <ul style="list-style-type: none"> • Environment – Inadequate Health Centre infrastructure. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Review Health Centre infrastructure and identify upgrading required to maintain service delivery consistent with maintenance of the decency, privacy and dignity of prisoners under care and demands from an increased prisoner population. 		
24	<p>HEALTH SERVICES – That the health services provider ensures that they deliver health care assessments and services which promote continuity of health and social care, commensurate with community standards (Element - A governance model is in place for professional service delivery and compliance with health care standards and Information sharing protocols are in place to ensure efficient sharing of current and relevant health care information)</p> <p>The following Issues were identified:</p> <ul style="list-style-type: none"> • Dental services was not covered under the AGCC private contract with Queensland Health (provided by Queensland Health Metropolitan South Hospital and Health Services with no agreement in place); • A clear system for providing accurate waiting times was not in place with a lack of a sufficient self-auditing occurring process providing potential for non-compliance with procedures, legislation and standards; • No information sharing protocols were in place; and • Multi-lingual information was not provided to assist those prisoners whose primary language was not English. <p>The above issues were also highlighted by an audit undertaken by the Department of Justice and Attorney-General in November 2015. The audit was conducted against Standard 75 of the <i>Royal Australian College of General Practitioners (RACGP), Standards for Health Services in Australian Prisons</i> and <i>Queensland Health (General) Policy and Procedures</i> and <i>Queensland Health Prisoner Health Service (PHS) Clinical Procedures and Protocols</i>. Recommendations for remedial actions have been provided to AGCC through this process.</p> <p>The Office of the Chief Inspector is satisfied with the recommendations made by the Department of Justice and Attorney-General.</p>	High	Correctional Centre
26	<p>FOOD – Prisoners are offered varied meals to meet their individual approved dietary requirements and cultural beliefs (Element - Food is served at appropriate times during the day and is monitored by unit staff to ensure prisoners receive equitable access to meals)</p> <p>Meal allocations observed in several units identified prisoners collected more than one meal which they stated to unit officers were for other prisoners. Inspectors observed on one such occasion the prisoner did not provide the extra meal to another prisoner. The AGCC structured day published in the</p>	Medium	Correctional Centre

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>accommodation units stated “<i>prisoners are only permitted to collect own meal not multiple meals, no exceptions.</i>” This instruction was inconsistently applied in accommodation units and there was concern prisoners may not be provided an allocated meal. In several accommodation units prisoners had been issued with their evening / night time meal as early as 3:00 p.m. and had eaten them by 3:30 p.m. leaving them with a long period of time to their next allocated meal the following morning.</p> <p>ROOT CAUSE/S – Management Systems (Local)</p> <ul style="list-style-type: none"> Management Systems – Poor recognition of the risk of not supervising meal allocations to prisoners. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review and implement practices that ensure a correctional officer supervises the provision of a meal to each prisoner. Review and ensure evening meals provided to prisoners are sufficient to sustain them until unlock the following day. 		
27	<p>FOOD – Food is prepared in accordance with safety and hygiene regulations (Element - Prisoners are not permitted to store food items other than sealed, personal buy up items)</p> <p>Eggs were purchased by prisoners through the canteen buy-up process and stored in their accommodation unit cells. There may or may not be health risks with the storage of eggs in non-air conditioned cells or where air conditioning is not effective.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review to ensure the storage of food complies with Workplace Health Safety requirements. 	Low	Correctional Centre
PURPOSEFUL ACTIVITY			
31	<p>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT – Classification and transfer procedures are based on assessment of a prisoner's risks and needs; and are clearly explained, fairly applied and routinely reviewed (Elements - Prisoners understand their sentence and options for early release and Sentence calculations and dates are provided to prisoners in a timely manner)</p> <p>AGCC reception prisoners were provided a lot of information in a short period of time. Interviews with prisoners identified that many were unable to process this information due to being overwhelmed with what was happening. This was particularly the case for first timers as they were also apprehensive about what might happen to them. This resulted in a number of prisoners stating they did not know their court dates although it had been verbally provided to them during the reception process. Prisoners had to request the information some days after they had arrived from Sentence Management Services who would then provide the prisoner with a hard copy document identifying their court dates. Prisoners were charged eleven (11) cents per sheet for this information.</p> <p>ROOT CAUSE/S – Method (Local)</p> <ul style="list-style-type: none"> Method – Ineffective process for providing prisoners information in relation to their court dates. 	Medium	Correctional Centre


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	REMEDIAL EXAMPLES – <ul style="list-style-type: none"> Ensure effective communication of court dates to prisoners, for example providing reception prisoners a slip of paper containing their next court date. 		
32	OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT – 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 (Element - Information about prisoners is managed and stored with respect for confidentiality). Offender Files were placed in large open tubs, each marked with the step of the process that the file was at. While this made it easy to locate files and made them easily accessible there was some concern around the security aspect of the information contained in them. Sentence Management Services officers were aware of a prisoner who cleaned the office each day and practiced turning any open files or documents down when the cleaner was in their area. The prisoner was escorted when conducting his cleaning duties. However, prisoner names on some files were visible to the prisoner during his time in the Sentence Management Services areas and also at which stage the file was at from the markings on the tubs. There was an electronic security lock on some of the areas where these files were processed however not on all. ROOT CAUSE/S – Method (Local) <ul style="list-style-type: none"> Method – Lack of an effective process for securing Offender Files. REMEDIAL EXAMPLES – <ul style="list-style-type: none"> Review the method of securing Offender Files to ensure that the ongoing integrity of confidential information is maintained. 	Medium	Correctional Centre
34	LEARNING, SKILLS DEVELOPMENT AND PURPOSEFUL ACTIVITY - Prisoners are encouraged and enabled to learn both during and after sentence and have access to good library facilities (Elements - Library materials are reflective of the needs of the prisoner population and stock is updated regularly and The centre has a strategy for maximising use of the library) The AGCC library was under resourced with limited items to support prisoners undertaking courses or study. There were also limited resources for prisoners of other non-English speaking ethnicity. It was stated by AGCC officers that there was no budget for the purchasing of books and the centre relied on donations. The library system was run on an honour system and many books were unaccounted. A true account of library resource materials was unknown. The education area had funding for the employment of prisoner workers on a full time basis but there were no prisoners employed at the time of the inspection. AGCC officers stated that it was rare that these positions would be filled due to the short length of time most remand prisoners spent at the prison.	Low	Correctional Centre

Standard	Area for Improvement	Priority Rating	Business Unit
	 <p>Photograph 14 and – AGCC Library</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the resourcing / funding / management of library services to ensure an improved service for prisoners that provides knowledge and accountability of the resources available. Review the employment of prisoner workers in the education area to ensure a system is in place to fill these positions. A suitable pool of prisoners to back fill vacancies as they arise should be maintained. 		
36	<p>OUT OF CELL ACTIVITY - Prisoners have regular and equitable access to a range of out of cell activities (Element - Prisoners have access to a minimum of 10 hours out of their cells except in exceptional circumstances)</p> <p>On 29 October 2013, Queensland Corrective Services approved for AGCC to reduce out-of-cell hours for prisoners to nine hours. During the inspection prisoners were unlocked at approximately 7:30 a.m. and in most cases remained locked out of their cells until lock away which occurred at approximately 4:30 p.m. It was observed that a number of prisoners requested to be secured in their cells earlier than the scheduled lock away time (from about 4:00 p.m.) to enable unit cleaners to clean units prior to lock away. Additionally where prisoners did not want to go to a scheduled unit gym or oval time they were secured in their cell for that hour. There was also a lock down period for staff training of two (2) hours on a Tuesday afternoon every week. These factors further reduced the out of cell time for a large number of AGCC prisoners to significantly less than nine (9) hours per day. The <i>Agency Performance Meetings February 2016</i> report states that the average out of cell time for AGCC prisoners in February 2016 was only 8.20 hours.</p> <p>ROOT CAUSE/S – Method (System) and Method (Local)</p> <ul style="list-style-type: none"> Method – Standard of a nine (9) hour out of cell time for AGCC prisoners is insufficient. Method – Local practices further restricting out of cell access time. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Queensland Corrective Services reconsider the approval of a nine (9) hour out of cell time for AGCC prisoners with a view of increasing this to the ten (10) hour Healthy Prisons standard. The centre reviews operational practices to ensure that prisoner out of cell time is not reduced further than the Queensland Corrective Services approved minimum, except in exceptional circumstances. 	Medium	Operational Support Services Correctional Centre

CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
RE-ENTRY			
37	<p>CONTACT WITH THE OUTSIDE WORLD - Prisoners are encouraged to re-establish or maintain relationships with their children and families where it is appropriate (Elements - Prisoners receive assistance to maintain contact with their children, Telephone contact is made as easy as possible within security requirements and Options exist for prisoners that cannot access their family or support people by phone)</p> <p>The prisoner telephone systems in each accommodation unit were available for prisoner use from 8:00 a.m. until 4:00 p.m. For prisoners wanting to talk with their children during the week, they were limited to before school and after school hours. This meant there was only half an hour in the morning and half an hour to an hour in the afternoon where they could possibly make calls. This created a high demand for the prisoner telephone systems at these times.</p> <p>AGCC was using a free software and account provided by Cisco systems - Jabber that was used for international family members to dial into the centres video court. The software was now unavailable. Queensland Corrective Services was exploring other options with external companies to provide a cost effective service in this area. This was not available at the time of the inspection.</p> <p>ROOT CAUSE/S – Method (Local), Method (System) and Environment (System)</p> <ul style="list-style-type: none"> • Method – Early lock down of prisoners resulting in a local practice of turning prisoner telephone system off at 4:00 p.m. • Method – Standard of a nine (9) hour out of cell time for AGCC prisoners is insufficient. • Environment – Lack of an appropriate software account to facilitate video conferencing calls for family members to dial into. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> • Queensland Corrective Services reconsider the approval of a nine (9) hour out of cell time for AGCC prisoners with a view of increasing this to the ten (10) hour Healthy Prisons standard. • Implementation of a suitable service to enable AGCC to conduct video conferencing calls for family members with prisoners. 	Medium	Correctional Centre Operational Support Services
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 (Elements - Prisoners are given information about visits during induction, and can access adequate personal weekly visits)</p> <p>Personal visitors to prisoners and AGCC visits processing officers were interviewed during the inspection. It was consistently stated that as the prisoner population increased there were visits sessions booked out more than a week in advance.</p> <p>ROOT CAUSE/S – Method (Local)</p> <ul style="list-style-type: none"> • Environment – Increasing prisoner state placing pressure on available scheduled personal visits sessions. 	Medium	Correctional Centre

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	REMEDIAL EXAMPLES – <ul style="list-style-type: none"> Review visit session needs with consideration of current and projected demand for this service, in particular if further sessions / resourcing is required. 		
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 (Elements - Visitors are given information about how to get to the centre, visiting hours, and what to expect on arrival and The visits area is sensitive to the needs of children and their safety)</p> <p>The visitor's information sheet, Prisoner Information Booklet and Queensland Corrective Services internet provided inconsistent information in relation to visit processes.</p> <p>The visits area had a small children's play area that provided limited stimulus for children. While visits sessions were predominately for a prisoner to maintain relationships and bonds with family members, consideration must be given to the fact that young children may find it difficult to sit in a visit session for an extended period of time.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review visit information sources to ensure consistency in provision of information to personal visitors. Review services provided to children in the visits area and consider provision of items to occupy children's time, for example videos, books and play equipment. 	Low	Correctional Centre
39	<p>REMUNERATION AND EMPLOYMENT - Prisoner employment and remuneration is well-publicised, designed to improve behaviour and is administered fairly, transparently and consistently (Elements - The centre promotes a philosophy that expects all prisoners to work or engage in meaningful activity and There are sufficient work options available)</p> <p>The 'United Nations Standard Minimum Rules for the Treatment of Prisoners (the Mandela Rules)' Rule 116 states:</p> <p><i>"An untried prisoner shall always be offered opportunity to work, but shall not be required to work. If he or she chooses to work, he or she shall be paid for it."</i></p> <p>The Agency Performance Meetings February 2016 report states that AGCC had a total employment rate (discounted for nominated exclusions) in February 2016 of 76.9%. Information from the Reporting Services database identified for the month of February 2016 the AGCC Prisoner Employment Status was:</p> <ul style="list-style-type: none"> ➤ Employed – 223 prisoners; and ➤ Unemployed – 901prisoners. <p>AGCC provided an employment table that depicted the number of prisoners employed in the centre in both accommodation units and areas external to accommodation. The employment table highlighted that 335 approved remunerated prisoner employment positions were available in the centre. Information from the Reporting Services database identified for the month of</p>	Medium	Correctional Centre

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CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>February 2016 the Average Daily State for AGCC was 1141 prisoners.</p> <p>Prisoners at AGCC were encouraged to work; however as a remand only centre prisoners were not required to work. The availability of meaningful work was limited and restricted to the industries and kitchen areas of the centre. There were unit positions (for example, laundry man and cleaner) but these required limited hours of work a day. During the inspection a prisoner was observed to be dirtying the officer station window after having previously cleaned them. The prisoner stated that this was being done so that the officers would ask him to clean them again. The lack of opportunities for meaningful work combined with limited program / course availability resulted in prisoners spending long periods of the day unoccupied.</p> <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the employment participation rate (based on the total number of prisoners accommodated at the centre) and the spread of remunerated employment positions across the centre. If there is an identified need for increased work options for prisoners that may impact on effective prisoner management this should be raised with Queensland Corrective Services. 		
40	<p>TRANSITION - At the point of release, prisoners receive adequate provision for re-entering the community (Element - Prisoners receive all of their property on release)</p> <p>All items in a prisoner's possession were entered as "<i>poor condition</i>" even if the item had been purchased new through the AGCC sales to prisoner (STP) process. This may not be a true and accurate record of the condition of prisoner's personal property item where inadvertently lost by centre staff and the prisoner seeks reimbursement.</p> <p>ROOT CAUSE/S – Method (Local) and Management Systems (Local)</p> <ul style="list-style-type: none"> Method – Process for recording the condition of prisoner personal property that is not in accordance with Queensland Corrective Services procedural requirements. <p>REMEDIAL EXAMPLES –</p> <ul style="list-style-type: none"> Review the process for recording the condition of prisoner personal property to ensure that the condition is accurately recorded in the Integrated Offender Management System based on the individual state of the item. 	Medium	Correctional Centre

ADDITIONAL ISSUES RAISED DURING THE INSPECTION

Corrective Services Act 2006, s114 Referrals

During the week of the AGCC inspection there were over 75 incidents that had been referred to the Corrective Services Investigation Unit for investigation in accordance with *Corrective Services Act 2006*, s114. Once these incidents were returned to AGCC to be dealt with as a breach of discipline they were actioned in a timely manner. One of the referrals dated back to 3 August 2015 and related to a prisoner who was still at AGCC. In such cases, conducting a breach proceeding over six (6) months later provided some difficulties in ensuring a fair, just and timely resolution of the matter. In a number of the cases the prisoners had been discharged from the correctional system prior to the investigation being referred back to the centre and / or the breach hearing being able to be conducted.

Recommendation

Queensland Corrective Services finds timelier ways of conducting breaches which have been referred to Queensland Police under *section 114 of the Corrective Services Act 2006*.

Prisoner Voting

A prisoner serving less than three (3) years imprisonment or a person on remand may be eligible to be placed on the electoral roll and vote at federal elections in accordance with the *Commonwealth Electoral Act 1918* (Cth) s 93. A person who is remand only may be eligible to be placed on the electoral roll and vote at local and state elections in accordance with *Electoral Act 1992 (Qld)* s 101.

Recommendation

Queensland Corrective Services ensures that prisoners receive sufficient information and access to the Australian Electoral Commission and / or Queensland Electoral Commission.

Remand Prisoner Classifications

AGCC remand only prisoners were automatically system classified as high security as a result of the insertion of section 12(1A) into the *Corrective Services Act 2006*. This did not allow for individual assessments for prisoners to be security classified at a level according to the risk presented. A number of prisoners were held at AGCC for long periods on remand through delays in the court system or personal circumstances (for example, could not raise bail).

Recommendation

Queensland Corrective Services consider remand prisoners being afforded the right to be individually risk assessed in accordance with sections 13 and 14 of the *Corrective Services Act 2006*. This may result in a lowering of their security classification and permit placement in a correctional facility closer to their families and community.

Intervention Programs

As a remand only centre AGCC is not contractually required to provide criminogenic intervention programs. However, AGCC had implemented two substance abuse programs:

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- ARTIUS - a two day program (short substance abuse program) across one week with five scheduled prior to the end of the financial year with 15 to 16 prisoners undertaking each program; and
- Do It Course – delivered one day per week across three weeks.

Prisoner Advisory Committee members and prisoners interviewed during the inspection raised concern that there was long wait lists to undertake programs. The centre stated the number of prisoners on the wait list for programs was constantly between 700 to 800 prisoners. This was mainly a result of the high turnover of prisoners through the centre. It was for this reason that prisoners were listed for programs on a 'first come first served' basis. Many prisoners were never provided the opportunity to undertake a program as a result of being transferred / released before the program became available.

Recommendation

Queensland Corrective Services reviews the challenges identified by AGCC in relation to intervention programs, including the growing prisoner population and meeting the increased demand for programs.

Cost of Prisoner Telephone System Calls

The Prisoner Advisory Committee members and prisoners interviewed during the inspection of AGCC raised concern with the cost of prisoner telephone calls. It was also stated prisoners were not permitted to have a phone number on their prisoner telephone system approved list if it was attached to a Skype account. AGCC centre management stated that a Skype account linked phone number could be accessed by the prisoner telephone system and would significantly reduce phone call costs for prisoners. However, contractual arrangements with the prisoner telephone system service provider prevented this from being undertaken. This was stated to be related to a phone call to a Skype account resulting in reduced revenue to the provider which was a breach of the contractual relationship.

Due to the expense of Prisoner Telephone System calls prisoners who were located away from their family were disadvantaged in being able to maintain contact. Interstate correctional jurisdictions support prisoners in maintaining contact through subsidised phone calls by providing an additional allowance (for phone use only) each week for those prisoners in these situations.

Recommendation

Queensland Corrective Services ensures reduced financial costs for prisoners making contact with the outside world. For example, it can research and evaluate the use of Skype and other similar technologies that may assist prisoners in maintaining contact with their families at minimal cost to the prisoner and / or family member. Consideration could also be given to providing financial support to identified disadvantaged prisoners to ensure phone contact is maintained with family members.

Prisoner Property and Release of Prisoners From Court

A number of challenges were identified by AGCC officers in relation to the management of prisoner personal property; including:

CCC EXHIBIT

- Storage space for the increasing prisoner population was limited;
- Ensuring the Integrated Offender Management System (IOMS) was updated when prisoner property items were disposed of as there were difficulties in maintaining visibility of this when it occurred within accommodation units; and
- Difficulties at times identifying personal property ownership as a result of prisoner double ups.

There was also concern that late releases from court required prisoners to return to AGCC the next business day if they could not get back to the centre by 6:00 p.m. (property / valuables were not accessible to prisoners on a weekend). This included difficulty in prisoners being able to access a Centrelink crisis payment that may be exacerbated with a late Friday afternoon release.

Recommendation

Queensland Corrective Services review these matters with a view of determining and implementing effective strategies to address the highlighted issues.

Provision of Food to Prisoners on Release or Discharge

An area that presented a barrier for prisoners upon release or discharge was where the prisoner's place of residence was not the Brisbane regional area. A prisoner may be provided a travel voucher for return home but there is little consideration of the provision of food, water etc for the duration of the travel. The prisoner's travel may involve a number of hours or even an overnight trip. It would be highly problematic for a prisoner to find sustenance. Other jurisdictions have addressed this issue via the provision of food or a voucher to prisoners.

Recommendation

Queensland Corrective Services finds ways to ensure that relevant prisoners undertaking distance travel upon release or discharge have access to food.

Incident Reporting

A review was conducted of 10% of incidents that had occurred in February 2016. It was found that AGCC officer reports (attached to the Integrated Offender Management System Incident Report) that in almost all the incidents where assaults had occurred prisoners were being handcuffed. On cross checking officer reports with the Incident Report summary of actions taken, the use of mechanical restraints was not being recorded. This was not required by the Custodial Operations Practice Directive (COPD) Incident Reporting or Integrated Offender Management System Incident Report Use of Force tab page. Oversight and governance may be enhanced where a use of force involved the application of handcuffs by noting in the Integrated Offender Management System Incident Report Use of Force if this was a handcuff to the front or the rear. Generally the officer reports were brief containing minimal information and would benefit from greater detail to corroborate the circumstances for the use of force. Most of the reports did not contain detail with regards to if the prisoners were handcuffed to the front or rear. In addition more detail would allow greater analysis of proactive preventative tactics that could be used to train officers in future incidents.

Recommendation

Queensland Corrective Services ensures better reporting and detail about use of force incidents, including the use of handcuffs.