

OFFICE OF THE CHIEF INSPECTOR

Chief Inspector Report, 2017

*Townsville Correctional Complex Full-Announced Inspection Report, March 2017*



# CCC EXHIBIT

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## Townsville Correctional Complex Inspection Report

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### Inspection Team

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### Note about Glossary of Terms

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

- Townsville Correctional Complex – TCC
- Townsville Women’s Correctional Centre – TWCC
- Townsville Men’s Correctional Centre - TMCC
- Female Low Open – FLO
- Integrated Offender Management – IOMS
- Statewide Operations – SWO
- Specialist Operations – SO
- Operational Support Services - OSS

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.

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## EXECUTIVE SUMMARY

This report sets out the evidence and findings of the Office of the Chief Inspector **Full-Announced Healthy Prison Inspection** of Townsville Correctional Complex(TCC) that was undertaken from 20 to 24 March 2017.

Townsville Correctional Complex (TCC) is situated on the western outskirts of Townsville in the suburb of Stuart. The correctional complex is a remand, reception and placement facility for male and female adult offenders.

The complex comprises of male and female high security facilities, male and female low security facilities and male and female work camps. The catchment area for male prisoners is the North Queensland region including Palm Island, then to Mackay in the South, up to Innisvale in the North, West to the Northern Territory border and up through the Lower Gulf region including the communities of Mornington Island and Doomadgee. The catchment area for female prisoners covers Central, Northern and Far Northern Queensland from Rockhampton in the South, West to the Northern Territory Border and North including the Torres Strait Islands.

The correctional complex has a single bed capacity of 803 comprised of 505 male secure beds; 154 female secure beds; 72male farm beds and 36 female farm beds. There is also capacity for up to 36 prisoners at the work camps, of which 3 are male work camps situated at Boulia, Julia Creek and Winton and one female work camp located at Bowen. It is noted that Boulia and Julia creek operate on a rotational basis.

TCC was awarded an overall rating of '3' which means that the centre is not performing sufficiently well against the Chief Inspector inspection standards. There is below standard performance across several inspection standards and the purposes of those standards and significant weaknesses exist across several key areas. If left unattended, they are likely to become areas of serious concern.

The following table summarises areas performing strongly and those requiring improvement at a local level:

Areas Performing Strongly	Areas Requiring Improvement
<ul style="list-style-type: none"><li>➤ Courts, Escorts &amp; Transfers</li><li>➤ Prisoner Placement</li><li>➤ Food is prepared safely and in accordance with hygiene regulations</li><li>➤ Reception and admission – the admission and reception processes are structured and thorough. New prisoners are assessed and inducted in a safe and respectful manner.</li><li>➤ Complaints Management – the centre operates a robust, confidential and easy to access complaints management system.</li><li>➤ TMCC Farm operations – the male farm was run effectively and efficiently with both prisoners and staff contributing to a safe environment</li><li>➤ Leadership program – the centre has a positive partnership with a community-based organisation who facilitate a personal</li></ul>	<ul style="list-style-type: none"><li>➤ Workplace culture – there was some findings of low morale amongst both the male and female secure facilities.</li><li>➤ Staff expressed dissatisfaction, with reports of bullying, favouritism and high levels of absenteeism.</li><li>➤ Staff-prisoner engagement and interactions – staff appeared disengaged from prisoners. While interactions between staff and prisoners appeared generally appropriate, they were minimal and transactional in nature. Staff did not role model appropriate values, or accepting personal responsibility for their behaviour.</li><li>➤ Cleanliness of environment at TMCC – the centre was generally unclean and untidy. There was excessive rubbish and blue rubber gloves along walkways and</li></ul>

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<p>development program throughout the complex supporting prisoners to make meaningful, sustainable life improvements.</p> <ul style="list-style-type: none"><li>➤ Intelligence function that is collaborative with QPS and Probation &amp; Parole</li><li>➤ Innovative collaboration with Central Queensland University to support pregnant women in custody</li><li>➤ Multi-disciplinary parole assessment process that is individualised</li><li>➤ Use of Force Decision Making training program and operational guideline which is comprehensive and provides clear guidance to staff.</li></ul>	<p>entrances to buildings. Fridges, common rooms and accommodation areas were dirty and unhygienic.</p> <ul style="list-style-type: none"><li>➤ Excessive lockdowns impacting on out of cell time and prisoners' access to programs, activities, recreation and services – prisoners and staff reported a consistent pattern of lockdowns due to staff shortages. Inspectors observed this during the week of the inspection.</li></ul>
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## INSPECTION METHODOLOGY

Full-Announced Healthy Prison 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.

### Format of the Inspection Standards

The Chief Inspector inspection standards are structured into four sets of standards based on the Safety, Respect, Purposeful Activity and Re-entry test areas.



A total of 41 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, such as Maximum Security Units and Mothers and Babies units. Inspection standards may relate to more than one area, but have been placed into a single test area that is most relevant to streamline processes.

The OCI has taken a purposive inspection methodology to guide the assessment of inspection standards. This approach allows for the 'purpose' of the standard to be clearly outlined and the associated harms described. That is, the outcomes that the purpose of the standard is attempting to mitigate. A specific, clearly defined standard and 'purpose' permits inspectors to focus on the relevant standard and its purpose as opposed to a rigid and inefficient checklist of items. This means that a prison, for example, is able to score 1 on a standard despite not meeting all relevant targeted standards that were set as possible areas of inquiry as the overall standard and 'purpose' have been clearly achieved.

Ultimately, the key to a 'healthy prison' is the inspirational leadership and the professional execution of duties by facility staff.

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The overall rating for the inspection is inclusive of all business units delivering within a facility. A separate rating will be provided for the general manager's portfolio. Ratings and any remedial examples identified in the inspection report will be allocated within the report, to the relevant business units.

Similarly, some issues identified at the centre level may reflect a state-wide issue that has been established centrally. The report will identify where this is the case and allocate any remedial examples to the appropriate business unit.

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

These included:

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

Measurement against individual standards will use a similar rating system, allowing specific areas of good performance or concern to be highlighted.

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

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

### BACKGROUND

#### Centre Overview

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Townsville Correctional Complex (TCC) is situated on the western outskirts of Townsville in the suburb of Stuart. The correctional complex is a remand, reception and placement facility for male and female adult offenders. The original facility opened in 1893 and throughout time has been known as Her Majesty's Penal Establishment Stewart Creek; H.M. Prison Townsville and Stuart Creek Prison. The centre has a long and rich history and has today become the most diverse correctional establishment in the state.

The complex comprises of four primary facilities. A male high security centre, a female high security centre, commissioned in December 2008 and located adjacent to the male facility; and a female low security area at the main entrance to the complex and then a male low security farm, located approximately 2.4 kilometres south-east from the main facility situated on the Bruce Highway. There are also four work camps attached to the complex, three male camps situated at Boulia, Winton and Julia Creek; and a female camp based at Bowen.

The catchment area for male prisoners is the North Queensland region including Palm Island, then to Mackay in the South, up to Innisvale in the North, West to the Northern Territory border and up through the Lower Gulf region including the communities of Mornington Island and Doomadgee. The catchment area for female prisoners covers Central, Northern and Far Northern Queensland from Rockhampton in the South, West to the Northern Territory Border and North including the Torres Strait Islands.

The correctional complex has a single bed capacity of 803 comprised of 505 male secure beds; 154 female secure beds; 72 male farm beds and 36 female farm beds. There is also capacity for up to 36 prisoners on work camps, of which 3 are male work camps situated at Boulia, Julia Creek and Winton and one female work camp located at Bowen. It is noted that Boulia and Julia Creek operate on a rotational basis.

There are Detention Units and Safety Units in both the male and female secure centres. Each centre has dedicated education, program delivery and recreational/sporting areas for prisoner use.

The QCS managed programs delivered at the complex include:

- Low Intensity Substance Intervention (LISI) program
- Positive Futures – for men
- Substance Abuse Maintenance Intervention (SAMI) program
- Turning Point Preparation Program
- Pathways – for men
- Getting Started: Preparatory Program: Sexual Offending
- High Intensity Sexual Offending Program (HISOP)
- Medium Intensity Sexual Offending Program (MISOP)
- Sexual Offending Maintenance Program (SOMP)

The additional endorsed programs facilitated at the complex include:

- Resilience
- Indigenous Leadership program
- Triple P parenting program
- Circle of security program
- Bringing Up Great Kids
- Shine for Kids

HOW Program

The primary industries areas across the complex include:

Male secure

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- Tailor shop
- Laundry
- Landscaping
- Metalwork
- Kitchen

### Female Secure

- Linen Service & Tailor Shop
- Landscaping
- Kitchen

### Male Farm

- Landscaping
- Farm hand
- Community Service projects
- Work camp

### Female Farm

- Landscaping
- Community Service projects
- Work camp

There is a staffing establishment of approximately 487 staff across the complex. There is one General Manager who is the senior executive leader of the entire complex. There are two Deputy General Managers, one responsible for male prisoner operations and one for female prisoner operations. Male and female accommodation areas have distinct Accommodation Managers, however other management positions and their corresponding service delivery areas are shared services throughout the complex, for example Centre Services; Industries; Business Services; and Offender Development.

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### Findings from Previous Inspections

The last full announced inspection at TCC occurred 26-31 October 2014, with the centre receiving a rating of '2'. The 2014 inspection report stated the complex was performing well against the Healthy Prison test with good performance across most areas/outcomes. TMCC had a total of fourteen (14) recommendations for improvement made by the inspection team, with five (5) of these receiving a risk rating of high, seven (7) medium and two (2) low. TWCC had a total of twelve (12) recommendations for improvement made by the inspection team, with four (4) of these receiving a risk rating of high and eight (8) medium.

A follow up inspection was undertaken the OCI in May 2016. The inspectors found that most of the recommendations had been implemented. It was recommended that Queensland Corrective Services ensure the implementation of outstanding recommendations.

Those recommendations for TMCC were:

Standard	Area for improvement	Business Unit
23	<p><b>Requests and Complaints</b></p> <p><b>Remedial examples</b></p> <ul style="list-style-type: none"> <li>• Improve communication strategies to ensure prisoners know how to lodge complaints, including the free call Community Auto Dial List phone numbers for making appointments with an Official Visitor and raising complaints with the Ombudsman's Office; and</li> <li>• Review the process for blue letter provision to prisoners to ensure that prisoners can freely access blue letters and not rely on requesting them through the weekly buy up process.</li> </ul>	Correctional Centre
24	<p><b>Health Services</b></p> <p><b>Remedial examples</b></p> <ul style="list-style-type: none"> <li>• Monitor and address local and systemic health care service provision to ensure it is appropriately aligned to prisoner health demographics.</li> </ul>	Correctional Centre Statewide Operations
36	<p><b>Physical Activities, Arts, Crafts &amp; Hobbies</b></p> <p><b>Remedial examples</b></p> <ul style="list-style-type: none"> <li>• Review the placement of prisoners in the detention unit. For those prisoners who cannot be reintegrated to accommodation units, Queensland Corrective Services should consider their transfer to alternative correctional centres.</li> </ul>	Correctional Centre Specialist Operations

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### CENTRE RATING FOR THIS INSPECTION

A ratings system was used by the Office of the Chief Inspector to provide a measure of TCC's performance against the relevant healthy prison benchmarks. This rating was determined by assessing its performance against each of the Chief Inspector's 41 standards.

Overall rating for TCC inclusive of all business units was assessed as:

Rating	Description
3	Not performing sufficiently well against the inspection standard. There is evidence that outcomes for prisoners are being adversely affected in many areas and particularly in those areas of greatest importance to the well-being of prisoners. Problems / concerns, if left unattended, are likely to become areas of serious concern.

Rating for TCC for General Manager's portfolio was assessed as:

Rating	Description
3	Not performing sufficiently well against the inspection standard. There is evidence that outcomes for prisoners are being adversely affected in many areas and particularly in those areas of greatest importance to the well-being of prisoners. Problems / concerns, if left unattended, are likely to become areas of serious concern.

A breakdown of standard ratings and evidence used to determine them is outlined in more detail in **Appendix A – Townsville Correctional Complex Full Announced Inspection – Findings Table**. The relevant business units and directorates responsible for the implementation of each standard are also identified.

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## INSPECTION SUMMARY

### Areas of good performance

This section highlights areas of good performance as well as some examples of positive initiatives by the centre.

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

Safety – Standards	
1	<b>COURTS, ESCORTS &amp; TRANSFERS</b> Prisoners travel in safe, decent conditions and are treated with respect during escort.
2	<b>COURTS, ESCORTS &amp; TRANSFERS</b> Prisoners understand where they are going during transfers, what to expect when they arrive and are permitted to wear non-prison clothing for court appearances.
3	<b>FIRST DAYS IN CUSTODY</b> Prisoners are held at a correctional centre as close as possible to their family and their community of interest. Prisoner placement should be culturally appropriate and reflect their level of risk.
4	<b>FIRST DAYS IN CUSTODY</b> Prisoners are treated with respect on arrival at the prison.
5	<b>FIRST DAYS IN CUSTODY</b> Prisoners' individual needs are identified both during and after reception
Respect – Standards	
24	<b>REQUESTS AND COMPLAINTS SYSTEM</b> Effective request and complaint procedures are in place, with prisoners provided with easily understood information that is easy to access and easy to use. The process is fair, confidential and equitable and timely responses are provided.
28	<b>FOOD</b> Food is prepared by prisoners and staff who have received information and training to comply with health and safety standards and hygiene regulations.

### 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. **33 areas for improvement** were identified with **thirteen (13) assessed as of high priority, nine (8) of medium priority and eleven (13) of low priority.**

To assist in prioritising findings and root causes, each finding will be assigned a level of priority dependent upon the level of risk that the particular issue poses for the facility and / or the Agency, and how significantly it might adversely impact upon outcomes for prisoners.

Low priority findings are considered “housekeeping” issues, and require local attention from the General Manager and the centre. High priority issues are considered significant, and require immediate action.

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Inspection findings priority ratings		
Priority	Description	Responsibility
<b>High</b>	Represents a major risk that if not resolved will have a significant adverse impact on outcomes for prisoners. Where practicable, requires immediate remedial action.	Agency, Centre or relevant business unit. The OCI will monitor implementation in the 12 month follow up process.
<b>Medium</b>	Represents a moderate risk that if not resolved has the potential to have a significant adverse impact on outcomes for prisoners. Where practicable, required remedial action in the <u>short to medium term</u> (i.e. 3 – 6 months).	Agency, Centre or relevant business unit. The OCI will monitor implementation in the 12 month follow up process.
<b>Low</b>	Represents a minor risk that if left unresolved may have an adverse outcome for prisoners. Requires remedial action prior to the follow up inspection.	Senior manager of relevant business unit.

### Root Causes

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

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

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



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Standard	Area for Improvement	Priority Rating	Business Unit
	to access assistance and support		
8	<p><b>ACCOMMODATION</b>  Prisoners live in a safe, clean and decent environment that is only as restrictive as necessary for the security and good order of the prison. Prisoners are encouraged to take personal responsibility for themselves and their possessions with reasonable safeguards in place to protect prisoner property</p> <p>TMCC was generally unclean and untidy. Walkways and entrances to building were littered with old furniture, rubbish and blue rubber gloves. Accommodation areas were messy, fridges in the secure area were unclean, contained old food and did not appear hygienic. TWCC was much cleaner and more orderly, however it was evident that much of the information/notices outlining accommodation expectations, rules and routines had been put up just prior to the inspection. It is noted that Centre management indicated that they have a routine program of refreshing and updating information/notices around TWCC. Despite this staff and prisoners did not demonstrate an awareness of this information.</p> <p>The Male Farm had some ageing infrastructure but was generally clean and tidy. There was not adequate furniture in accommodation areas for prisoners to be able to sit and watch television or eat a meal. There was an outdoor toilet area in the farm grounds that was in an unacceptable state of repair and hygiene.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Management System</b>– lack of regular, effective management inspections and oversight that result in consistent, acceptable standards of cleanliness and hygiene throughout the complex.</li> <li>• <b>Method (Local)</b> – lack of process for regularly auditing and updating relevant information available to prisoners in accommodation areas.</li> <li>• <b>Method (Local)</b>–limited provision of additional furniture to account for increased prisoner numbers in some accommodation areas.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of workplace culture and development of an action plan to address poor staff engagement in the workplace and low morale</li> <li>• Implement a complex-wide inspection schedule involving all senior managers for regular inspections of all areas across the complex to ensure consistent, appropriate standards of cleanliness and hygiene.</li> <li>• Food services Manager attends all centre inspections to review and respond to any hygiene and cleanliness issues in kitchens and fridges in accommodation areas</li> <li>• A local process is developed and implemented to ensure a sustainable and accountable system for auditing and updating information contained in lockable display noticeboards</li> <li>• Consideration of strategies to increase prisoner and staff awareness of the location and purpose of information/notice boards.</li> <li>• An audit of available furniture in common rooms is conducted and</li> </ul>	High	Correctional Complex

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Standard	Area for Improvement	Priority Rating	Business Unit
	additional items ordered to ensure all prisoners are able to adequately and appropriately sit and eat a meal and watch television.		
9	<p><b>ACCOMMODATION</b>  <b>The number of prisoners should not exceed a correctional centre's design capacity. Where this is temporarily unavoidable, compensatory processes should be implemented to mitigate disadvantage and risk to both staff and prisoners.</b></p> <p>Due to increases in prisoner numbers within the complex's catchment area, most accommodation areas are overcrowded. As a result, some prisoners report that they do not get adequate access to the ARUNTA phone due to the limited out of cell time and numbers of prisoners competing to use the phones at the same time. Many prisoners, especially in the male protection accommodation area, are required to be placed in shared accommodation due to overcrowding. In these instances a case note is placed on IOMS, however there is little detail regarding assessment of the risks of each particular shared accommodation placement poses and the corresponding mitigation strategies to compensate.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (Local)</b>– inadequate assessment and mitigation of risks associated with shared accommodation placements</li> <li>• <b>Machines</b> – lack of available ARUNTA phones for all prisoners to have equitable access to make family contact</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Implementation of risk assessment processes that assist in identifying different risks related to each shared accommodation placement</li> <li>• Review of ARUNTA phone resourcing and provision of additional resources where assessed as required</li> </ul>	High	Correctional Complex
10	<p><b>SUICIDE AND SELF-HARM PREVENTION</b>  <b>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</b></p> <p>At Risk Management meetings are not facilitated in accordance with COPD requirements in that they are not always chaired by a suitably qualified and experienced staff member. Inspectors attended RAT meetings chaired by a provisional psychologist and a senior practitioner who is not a registered psychologist.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Management system</b>– ineffective workforce planning and recruitment processes to ensure the Offender Development team is adequately staffed with appropriately qualified, trained</li> </ul>	High	Correctional Complex

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>and experienced staff</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• RAT meetings to be facilitated and chaired in accordance with COPD requirements. In the absence of a Senior Psychologist this may require a suitably experienced manager chairing the meeting.</li> <li>• Recruitment to all vacant positions across the offender development team in accordance with Job Descriptions and Role Requirements</li> <li>• Consideration of more effective attraction, recruitment and retention strategies to ensure all vacancies are filled in a timely manner with suitably qualified and experienced staff</li> </ul>		
11	<p><b>SUICIDE AND SELF-HARM PREVENTION</b>  <b>Prisoners at risk of self-harm or suicide receive personal and consistent care (which is not afflictive in nature) and support to address their individual needs and have unhindered access to help</b></p> <p>At RAT meetings, staff discussed the prisoners' individual behaviours and risk needs in sufficient depth to demonstrate a satisfactory level of understanding of the prisoners' risks and needs. However there appears to be a discrepancy between information discussed at the meeting and what and how information is documented. Creating the at risk management forms/documents themselves appeared to be quite a timely process and as such did not necessarily capture all relevant information, the meeting overall appeared to be very process orientated.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>People</b> – Lack of suitably qualified and experienced staff chairing RAT meetings.</li> <li>• <b>Method (Local)</b> –Emphasis on RAT meetings being process orientated which compromises the quality and quantity of individualised detail contained in ARMPs</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• RAT meetings to be facilitated and chaired in accordance with COPD requirements.</li> <li>• ARMPs to include specific detail and strategies particular to each individual's circumstances that are targeted towards supporting them to reduce their risk of harm to themselves and which are not punitive in nature</li> </ul>	Medium	Correctional Complex
12	<p><b>SECURITY, GOOD ORDER AND RULES</b>  <b>Security and good order are maintained through positive staff-prisoner relationship based on mutual respect and consistency and fairness when dealing with prisoners</b></p> <p>While all interactions between staff and prisoners that were observed by inspectors were appropriate, engagement between staff and prisoners was minimal and transactional in nature.</p>	High	Correctional Complex

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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>Security grills in secure accommodation in men's and women's were pulled at least partially down and staff tended to remain in officer's stations in residential accommodation areas in both the men's and the women's centre.</p> <p>Staff in accommodation areas appeared to spend very little time on the floor in the units and were reluctant to let Inspectors in to units to speak and interact with prisoners.</p> <p>Staff in the HGU (Male protection) appeared to be more actively engaged and willing to meaningfully interact with prisoners however the dated architectural design of the units limits their capacity to do this.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Working Design</b> – older infrastructure which limits meaningful staff-prisoner interactions.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of workplace culture and development of an action plan to address poor staff engagement in the workplace and low morale</li> <li>• More visibility/attendance of managers and supervisors inside accommodation units to role model appropriate interaction and engagement with prisoners</li> </ul>		
13	<p><b>SECURITY, GOOD ORDER AND RULES</b></p> <p><b>Rules, routines, centre regimes and behavioural expectations are well-publicised in an easily understood format, are proportionate, fair and encourage responsible behaviour</b></p> <p>For male prisoners there is a lack of clear, structured incentives and privileges process. Accommodation suitability assessments inform placement decisions for residential and the types and amounts of purchases, buy-ups and other incentives is largely determined by accommodation placement, with prisoners in residential and the village receiving more than those in secure accommodation.</p> <p>Prisoners in the Detention Unit and Safety Unit have the most limited access to property and items for purchase, regardless of the reason why they are segregated in those areas.</p> <p>TWCC has a well-established, formal and structured "Pathways" process outlining how prisoners are progressed from secure accommodation through to FLO and a range of incentives and privileges levels associated with institutional behaviour and attitude. While the process was appropriate, the application of the principles in practice appeared to be somewhat procedural and administrative and lacked genuine consideration of individual's risks and needs, what was most suitable to their current situation and what was fair and reasonable in the given circumstances. It is noted that centre management has indicated this process is not designed to be risk and needs based but rather a review of prisoner behaviour and the subsequent assignment of rewards.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (Local)</b> - Lack of formal, objective process for male prisoners that incentivises safe and productive behavioural choices in an equitable and rational manner.</li> </ul>	Medium	Correctional Complex

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Standard	Area for Improvement	Priority Rating	Business Unit
	<ul style="list-style-type: none"> <li>• <b>Method (Local)</b> –Inadequate and inappropriate application of pathways process.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Development and implementation of an appropriate process for determining male prisoner placement and access to purchases, property and incentives.</li> <li>• Review of TWCC Pathways process to ensure it is targeted towards, and achieves equitable decisions and outcomes based on individualised assessment and consideration, rather than just being a purely administrative/procedural process.</li> </ul>		
14	<p><b>INFRASTRUCTURE AND PROCEDURAL SECURITY</b>  <b>Prison infrastructure provides for community safety and the security and good order of the prison and is complimented by effective procedural security processes</b>            The Officer's station for custodial staff allocated to the Village accommodation area is unsuitable and does not contribute to a physically and psychologically safe environment for prisoners or staff.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Working Design</b> - inadequate space for an officer's station in an unsuitable location that does not allow for sufficient visual observation, procedural security or staff welfare.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• <b>Working Design</b> – older infrastructure which limits meaningful staff-prisoner interactions.</li> </ul>	High	Correctional Complex  OSS
15		Low	Correctional Complex
16	<p><b>SUBSTANCE ABUSE</b>  <b>All prisoners are safe from exposure to, and the effects of, substance use while in prison by utilising effective prevention and detection measures incorporated with the appropriate balance of therapeutic needs versus punishment –based</b></p>	Low	Correctional Complex  SO

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>responses</b> Local plan and processes in place that could be enhanced with guidance from an overarching QCS strategy founded in contemporary, evidence-based principles.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• QCS Drug Strategy to be finalised and implemented</li> <li>• TCC to incorporate strategies and principles for QCS plan into local plan and practices</li> </ul>		
17	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b></p> <p><b>Prisoners are subject to reasonable disciplinary procedures, which are clearly explained applied fairly and for good reason with consideration given to any pre-existing mental health concerns or disabilities that man have been a contributing factor</b> There were examples of where previously entire accommodation areas had missed out on sports/recreation or had items removed from buy-ups as a result of the behaviour and actions of one or a few prisoners. While it was not assessed that collective punishment is a common response used in the complex, it was evident that processes should be improved to avoid any further potential for this to occur. Some inconsistencies in determining what items prisoners were able to have access to were also identified. For example prisoners are not able to have tin cans due to concerns about them being weaponised, but they were freezing multiple water bottles, which were observed in secure unit freezers, that could also be used as potential weapons. Further, access to alternatives to the tinned foods that were removed had been reviewed but not approved changes not communicated to prisoners and implemented at the time of the inspection</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Communication to prisoners about review and changes to replacement buy-up items available.</li> <li>• Implementation of changes to replacement buy-up items approved for prisoners to access. Risk audit and register for accommodation areas to be reviewed and updated to account for risks and develop mitigation for prisoner access to items that can be weaponised.</li> </ul>	Low	Correctional Complex
18	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b> <b>Prisoners will only be subject to use of force that is legitimate, used as a last resort, based on approves techniques for which staff receive regular training, and subject to rigorous governance</b> Use of force incidents are reviewed by the Accommodation Manager assigned to the area where the incident occurs. However the focus of these reviews appear to be administrative and for procedural compliance only, rather than an opportunity for reflective practice and development.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Local process is amended that is more objective and focused on reflective practice and results in meaningful learning and</li> </ul>	Low	Correctional Complex

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	development from use of force incidents to contribute to greater staff and prisoner safety in the future. For example, correctional managers do not review their own incidents; all CCTV and body worn camera footage is reviewed; staff who use force attend a reflective practice meeting with a manager to review footage and discuss learnings.		
19	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>  <b>Prisoners are only held in a segregation unit in accordance with relevant policies and procedures and are not denied equitable access to entitlements available to other prisoners. Their individual needs are recognised, given proper attention and monitored to ensure their safety</b></p> <p>Safety Orders and Individual Management Plans (IMPs) appeared to be largely cut and paste and the tone of the documents and strategies in some instances appeared punitive, regardless of the purpose/order of the plan. The local approaches and practices did not appear to result in individualised management and treatment that was targeted to the individuals' particular risks and needs and which focused on minimising the length of time prisoners spent in segregation. Prisoners accommodated in the Safety Unit and Detention Unit was given limited access to property and purchases, regardless of the reason for their plan/segregation and with no evident link to individual risks and needs.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Management System</b>– lack of adequate risk management oversight and response in relation to the segregation and treatment of vulnerable prisoners</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Development and facilitation of training for relevant centre managers, supervisors and staff in relation to international and legislative provisions for the safe and human treatment of vulnerable prisoners and prisoners in segregation</li> <li>• Review and amendment of local oversight mechanisms to ensure that prisoners who are segregated from the general population are treated equitably and fairly, their individual risks and needs are identified and responded to and their management is targeted towards supporting them to safely return to normal accommodation conditions</li> </ul>	Medium	<p>Correctional Complex</p> <p>Capability and Development/ OCI</p>
<b>RESPECT</b>			
21	<p><b>EQUITY AND DIVERSITY</b>  <b>The centre provides an environment and culture, which embraces cultural diversity, and promotes equality for all staff, prisoners and visitors within by supporting cultural development and implementing appropriate management strategies for vulnerable prisoners, including those with a disability</b></p> <p>TCC advised that prisoners with cognitive impairment and special needs are managed through Individual Management Plans. This is commendable and should continue. This practice and area of service</p>	Low	<p>Correctional Complex</p>

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>delivery could be further improved by IMPs being more detailed and more personalised to the needs of the individual, including more partnerships with community organisations that can offer more specific disability advocacy and support services. Further, the complex facilitates a regular Elders visits program, predominantly from the Mackay Justice Group. Given the catchment area of the complex and the demographics and geographical origins of the prisoners accommodated that, it would be beneficial if Elders groups from other communities within the catchment area where also about to visit on a frequent basis.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• IMPs include more detailed assessments and strategies/interventions that are more personalised to the specific needs of the individual</li> <li>• New partnerships are developed with a wider range of community agencies and disability advocacy groups to more broadly and effectively support prisoners with specific needs</li> <li>• Extended partnerships and visits schedules with a wider range of Indigenous Justice and Elders groups.</li> </ul>		
22	<p><b>STAFF AND PRISONER RELATIONSHIPS</b>  <b>Prisoners are treated respectfully by all staff, and are encouraged to take responsibility for their own actions and decisions</b></p> <p>While staff appeared to speak to prisoners in a satisfactory manner, interactions appeared transactional and only for the purpose of giving direction or receiving/giving basic information. Inspectors observed various units within the centre and spoke to a large number of prisoners and staff across all accommodation areas. In general there appeared to be a significant disengagement between staff and prisoners. In general staff displayed a lack of care and responsibility for their workplace and role, which was then reflected in poor role modelling to prisoners in regards to accepting personal responsibility.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>People</b> – some staff appeared disengaged and dissatisfied in the workplace which is reflected in their minimal engagement with prisoners and lack of positive and proactive interactions</li> <li>• <b>Management System</b>– lack of oversight in regards to staff-prisoner interactions including lack of engagement by staff and misuse/overuse of security grills</li> <li>• <b>Working Design</b> – older infrastructure that does not facilitate meaningful staff-prisoner interactions; security grills that are readily available for staff use</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of workplace culture and development of an action plan to address poor staff engagement in the workplace and low morale</li> <li>• More visibility/attendance of managers and supervisors inside</li> </ul>	High	Correctional Complex

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	accommodation units to role model appropriate interaction and engagement with prisoners		
23	<p><b>LEGAL RIGHTS</b>  <b>Prisoners are supported and provided with assistance and appropriate information to freely exercise their legal rights</b>  Overall, the legal library and resources for prisoners were largely unsatisfactory.  There are not current copies/editions of all required hard copy legal resources adequately available across the complex.  Legal resource computers are difficult for prisoners to access and do not contain up to date information and resources.  There is not a simple, clear process for prisoners to photocopy required legal materials. There are ineffective processes for regular auditing, replacing and updating legal resources. Staff do not appear to understand of value the purpose and importance of prisoners have access to legal resources.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (Local)</b> - inadequate and/or ineffective processes for auditing legal resources and ensuring regular updates</li> <li>• <b>Management System</b>– inadequate role modelling of the purpose and importance of prisoner access to legal resources and lack of oversight of the provision and update of legal resources</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review and update of all hard copy legal resources across the complex to ensure all prisoners have access to most current versions/edition of all required resources</li> <li>• Review and update of all electronic legal resources across the complex to ensure all prisoners have access to most current versions/edition of all required resources</li> <li>• Review and amendment of local processes to ensure there is a simple, clear process for prisoners accessing legal computers and photocopying and that all staff and prisoners are well-informed of local processes and practices</li> <li>• Implementation of a robust, regular audit process to ensure currency and availability of all required hard copy and electronic legal resources</li> <li>• Offender Development in-service/professional development session forced on the purpose and importance of prisoners having access to legal resources</li> </ul>	High	Correctional Complex
25	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b>  <b>Prisoners are provided with information about available services and are entitled to make their own decisions about their health care options. The health services provider ensures that they deliver health care assessments and services tailored to the needs of the prison population and individual needs and the services promote continuity of health and social care, commensurate with community standards</b></p>	High	Strategy and Governance

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>There are ongoing issues in regards to the level and nature of health care services and medical assessment and treatment provided to prisoners accommodated at Townsville Correctional Complex including length of waiting times; changes of medication without prisoner involvement/consultation; limited information sharing between QHealth and QCS; insufficient services for example mental health services and examples of significant health complaints and conditions that have arisen as a result of limited and delayed service delivery by QHealth.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (System)</b> - Health and medical services provided to TCC are delivered from a regional-based government Health and Hospital service, not a centralised, offender-centric model.</li> <li>• <b>Environment</b> – Contractual arrangements and decisions regarding the provision of health care services to prisoners in Queensland Correctional Centres do not fall within the control of influence of local Qhealth or QCS staff are impacted by broader government priorities and processes.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of local service delivery arrangements to ensure that prisoner health and medical needs are being met in accordance with required standards.</li> <li>• Consideration of the development and implementation of a centralised, offender-centric health services model that more effectively and efficiently meets the unique and specific needs of prisoners in Queensland correctional centres</li> </ul>		
26	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b></p> <p><b>Prisoners with substance-related needs, including alcohol, are identified at reception through screening and assessment and are provided the opportunity to receive effective treatment and support throughout their stay in custody and post-release</b></p> <p>There is no opioid-replacement/treatment program available at TCC. This results in inconsistent service delivery for prisoners across the state.</p> <p>While prisoners' substance-related needs area assessed upon reception there is limited sharing of information between QHealth and QCS and therefore the most effective planning and treatment cannot be provided to prisoners with substance-related needs.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (System)</b> - Health and medical services provided to TCC are delivered from a regional-based government Health and Hospital service, not a centralised, offender-centric model.</li> <li>• <b>Environment</b> – Contractual arrangements and decisions regarding the provision of health care services to prisoners in Queensland Correctional Centres do not fall within the control of influence of local Qhealth or QCS staff are impacted by broader government priorities and processes.</li> </ul>	High	<p>Strategy and Governance</p> <p>PSR project team</p>

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Review of local service delivery arrangements to ensure that prisoner health and medical needs are being met in accordance with required standards.</li> <li>Consideration of the development and implementation of a centralised, offender-centric health services model that more effectively and efficiently meets the unique and specific needs of prisoners in Queensland correctional centres</li> <li>Review of opioid-replacement/treatment program model to ensure a consistent, viable service is provided to prisoners with substance-related needs.</li> </ul>		
27	<p><b>FOOD</b></p> <p><b>Prisoners are offered varied and nutritious meals to meet their individual approved dietary requirements and cultural beliefs. Prisoners are educated about healthy eating, menus are developed in consultation with a qualified dietician and complaints about food are investigated in a timely manner.</b></p> <p>Inspectors were generally unimpressed with the quality of the breakfast packs and with the unit officer's oversight to ensure the quality of the product to enable the centre to take issues and concerns to the external provider.</p> <p>Inspectors became aware that a pregnant prisoner's diet was the same as other female (and male prisoner's) meals, including serving the pregnant prisoner a cold salad with cold processed pre-cut deli-meats (ham). Inspectors were immediately aware that processed deli meats are not recommended for pregnant women as the foods are regarded as 'risky foods' (risk of listeria toxoplasma). However, it is a concern that the centre was unaware of this aspect of pregnant women's dietary needs and demonstrates a level of complacency and an alarming lack of responsiveness to individual dietary requirements. Inspectors observed that at the Men's centre the fridges were found to be mostly unclean and it appeared that unit officers did not concern themselves with the cleanliness or hygiene of the unit fridges.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li><b>Method (Local)</b> - ineffective process for monitoring cleanliness and hygiene of kitchen areas/fridges in accommodation areas</li> <li><b>Method (Local)</b> - ineffective process for keeping abreast of contemporary food safety and special diets information relevant to the prisoner profile</li> <li><b>Method (System)</b> – ineffective system and process for QCS dietician providing most current information and requirements to correctional centres regarding nationally recognised nutritional and food safety standards</li> <li><b>Management System</b>–lack of oversight controls to monitor and respond to risks</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Food services Manager attends all centre inspections to review</li> </ul>	High	<p>Correctional Complex</p> <p>OSS</p>

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>and respond to any hygiene and cleanliness issues in kitchens and fridges in accommodation areas</p> <ul style="list-style-type: none"> <li>Local review and oversight processes are established and maintained to ensure dietary requirements relevant to prisoner profile are regularly assessed and amended to meet individual requirements and current nationally recognised food safety and nutritional requirements</li> </ul> <p>QCS review process for dietician providing current information/updates/changes to correctional centres regarding nationally recognised nutritional and food safety requirements</p>		
29	<p><b>PRISONER PURCHASES</b>  <b>Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs; consulted on the goods available and can receive appropriate external financial support.</b>            There was evidence that some items (predominantly tinned foods) had been removed from the buy-ups following an incident. Management advised that these items had been reviewed and replacements approved. At the time of the inspection prisoners did not appear to be aware of this and the new changes had not been implemented.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Communication to prisoners about review and changes to replacement buy-up items available.</li> <li>Implementation of changes to replacement buy-up items approved for prisoners to access.</li> </ul>	Low	Correctional Complex
30	<p><b>RELIGIOUS ACTIVITY</b>  <b>Correctional centres have a tolerant approach to religious and spiritual diversity and all prisoners are able to practise their religion in safety, attend religious services and access chaplains or specialist visitors on a regular basis</b>            Of concern were the centre's practices in relation to prisoners who identify as having non-Christian based religious beliefs. For example, if a prisoner identifies as being of Islamic faith, they must "prove" their religion by having a local Imam, or other approved Religious visitor, "verify" their religion. When this was highlighted to centre managers as discriminatory practices they indicated that given the risks involved and the religious requests such as access to a Halal diet, Prayer Mat and Quran, it was important that the prisoner's religion was verified in order to prevent unnecessary requests from prisoners who the centre felt were not "genuine" in their faith. The Office of the Chief Inspector has concerns with this practice and is of the strong opinion that it should cease immediately, particularly as this issue has been formally raised on previous occasions. Following the inspection the centre has indicated that this only applies to prisoners who convert during their current term of imprisonment.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li><b>Method (Local)</b> - discriminatory local processes that requires approval for individuals of non-Christian faiths to practice their religious beliefs.</li> </ul>	High	Correctional Complex

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Prisoner's identified Religion and religious requirements should be recorded on IOMS upon admission to the centre, or at any time they advise staff throughout their time in custody.</li> <li>Regardless of religion, or religious denomination, prisoners should be provided with all religious materials and requirements unless it is assessed as that to do so would pose an unacceptable risk to the safety and security of the centre.</li> <li>Review of local instruction to ensure that at any time throughout a prisoner's sentence they can freely practice their religious beliefs without having to prove their religion, regardless of what their religion is</li> <li>Review of local instruction to ensure that if staff identify or become concerned that a prisoner's religious practices are jeopardising the safety and security of the facility, there are clear referral, assessment and mitigation strategies</li> </ul>		
<b>PURPOSEFUL ACTIVITY</b>			
31	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b>            Classification and transfer procedures are based on assessment of a prisoner's risks and needs; are culturally appropriate; and clearly explained, fairly applied and routinely reviewed.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Consideration is given to identifying and introducing methods and approaches to assessment, planning and review activities that increase offenders' meaningful participation and contribution in a culturally safe and inclusive way.</li> </ul>	Low	SO (SMS)  Correctional Complex
32	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b>            All prisoners receive an individual risk and needs assessment which includes input from the prisoner where practicable. The prisoner's case management includes provision to participate in offending related programs if they meet the eligibility criteria and have sufficient time remaining in custody to complete the program. Plans should be developed in a language they can understand and be regularly reviewed.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Consideration is given to identifying appropriate assessment, planning, review and intervention processes and pathways for prisoners regardless of legal status and sentence length, that are targeted towards individual risk and need.</li> </ul>	Low	SO (SMS)  Correctional Complex  QPSR Project

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
33	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b>  <b>Prisoners have access to appropriate and quality interventions and services that address needs related to their offending.</b>            QCS program delivery is managed on a centralised waitlist and oversight is maintained by ORMS. While the centre generally meets program targets there are still examples of prisoners experiencing delays in waitlisting and not having the opportunity to participate in recommended programs prior to their parole eligibility dates. Staff turnover and subsequent vacancies within the program delivery team has impacted on service provision and reduced the depth of experience and expertise in the area.            Despite the suite of substance abuse; sexual offending and cultural programs the centre provides there remains a gap in service delivery that targets high level addiction and substance abuse and domestic violence; both of which are prominent as risks and needs in the TCC prisoner cohort. It is noted that the centre has a commendable and highly successful local initiative with the delivery of the Indigenous Leadership Program. This is an holistic program that addresses needs that are the underlying causes of domestic violence (perpetration and victimisation) and addiction.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (System)</b> – inadequate funding for programs that appropriately address criminogenic risk.</li> <li>• <b>Management system</b>– inadequate workforce planning and recruitment processes to ensure the Offender Development team is adequately staffed with appropriately qualified, trained and experienced staff.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Recruitment to all vacant positions across the offender development team in accordance with Job Descriptions and Role Requirements</li> <li>• Ongoing review of program delivery and service provision under the QPSR project to ensure more effective agency response to identifying and mitigating against criminogenic risk</li> <li>• Development of partnerships with local organisations and groups who can offer additional services and programs at a local level to assist in addressing risks and needs relevant to the prisoner profile at the complex</li> </ul>	Medium	SO (ORMS)  Correctional Centre  OSS (HR)  QPSR Project
34	<p><b>LEARNING, SKILLS DEVELOPMENT AND PURPOSEFUL ACTIVITY</b>  <b>Prisoners are assessed for learning and skills needs; provided with information about educational and practical training opportunities available; encouraged and enabled to learn both during and after sentence; and have access to good library facilities and learning resources.</b></p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Audit/stocktake of library resources available across the complex</li> </ul>	Low	Correctional Complex

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>and update and increase of books and resources, including resources related to alternative therapies and meditation, as identified by the VMO.</p> <ul style="list-style-type: none"> <li>Modify schedules and processes to increase general prisoner access to library and library resources across the complex.</li> </ul>		
35	<p><b>PHYSICAL ACTIVITIES, ARTS, CRAFTS AND HOBBIES</b>  <b>There is a program of physical activities, arts and crafts and hobbies in place and prisoners are encouraged and enabled to safely take part in those activities through a fair and equitable process.</b></p> <p>Whilst an Activity schedule was available for both TMCC and TWCC, prisoners and staff stated that prisoners had limited access to activities external to accommodation units citing a number of reasons for this including activities officers being constantly redeployed, unit officers advising the unit that if a prisoner/s were "playing up" the whole unit wouldn't go to sport. Prisoners at both TMCC and TWCC indicated that they would at times go several weeks without access to sport or activities outside of the unit. Staff verified this stating that due to operational requirements and staffing shortages this was often the case for male and female prisoners in secure accommodation in particular.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li><b>People</b> – some staff seemed disengaged and dissatisfied in the workplace which is reflected in their minimal engagement, low satisfaction and absenteeism.</li> <li><b>Management System</b>– lack of positive and supportive engagement between managers and the wider staffing group; inadequate attention to workforce development, culture and morale.</li> <li><b>Method (Local)</b> –ineffective process for authorising and recording deviations to approved structured day.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Review of workplace culture and development of an action plan to address poor staff engagement in the workplace, absenteeism and low morale.</li> <li>Review of Structured Day to ensure it is realistic and provides reasonable and equitable out of cell time for all prisoners across the complex.</li> <li>Development and implementation of local process that requires deviations from structured day (cancellation of activities/redeployment of activities staff) to be appropriately authorised; recorded and justified.</li> <li>Inclusion of strategies for additional meaningful activities in the Complex's Violence Prevention Plan.</li> </ul>	High	Correctional Complex
36	<p><b>OUT OF CELL ACTIVITY</b>  <b>Prisoners have regular and equitable access to a range of out of cell activities that are not cancelled unnecessarily.</b></p> <p>There is inadequate out of cell time (because the centre gets locked</p>	High	Correctional Complex

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>down all the time due to staffing issues), a lack of activities and activities are cancelled without the prisoners being given an adequate explanation why it was cancelled. The current operation of the centre results in difficulties at times for prisoners achieving 10 hours out of cell time.</p> <p>Centre Management confirmed that lockdowns are a regular occurrence and advised that the reasons were due to:</p> <ol style="list-style-type: none"> <li>1) the rapid increase in prisoner numbers resulting in Safety Orders needing to be managed in accommodation areas,</li> <li>(2) staff shortages caused by the need to redeploy unit staff to facilitate off site medical escorts,</li> <li>(3) staff shortages caused by vacant positions (recruitment and training programs have been frequent for Townsville since 2015) that have not been able to be filled despite efforts.</li> </ol> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>People</b> – Some staff seemed disengaged and dissatisfied in the workplace which is reflected in their minimal engagement, low satisfaction and absenteeism</li> <li>• <b>Management System</b>– lack of positive and supportive engagement between managers and the wider staffing group; inadequate attention to workforce development, culture and morale.</li> <li>• <b>Method (Local)</b> –ineffective process for authorising and recording deviations to approved structured day</li> <li>• <b>Method (Local)</b> – staff shortages as a result of staff being redeployed to off site escorts and rostering gaps as a result of ongoing vacancies and low retention</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of workplace culture and development of an action plan to address poor staff engagement in the workplace, absenteeism and low morale</li> <li>• Review of Structured Day to ensure it is realistic and provides reasonable and equitable out of cell time for all prisoners across the complex</li> <li>• Consideration of new and/or modified strategies for responding to staff shortages impacting on prisoners' access to out of cell time and activities.</li> <li>• Development and implementation of local process that requires deviations from structured day (cancellation of activities/redeployment of activities staff) to be appropriately authorised; recorded and justified</li> <li>• Development and implementation of a formal communication process to advise staff and prisoners of the reasons for activities cancellation and reductions in out of cell time; including advice about and reasonable attempts to provide alterative/additional activities to make up for those missed.</li> </ul>		
<b>RE-ENTRY</b>			
37	<b>CONTACT WITH THE OUTSIDE WORLD</b>	Mediu	Correctional

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>Prisoners are supported in a fair, equitable and flexible way and encouraged to re-establish or maintain relationships with their children and families where it is appropriate.</b></p> <p>There were overwhelming complaints about the difficulties families experienced in being able to book visits with many examples of where prisoners had missed having contact with their children because their family were simply unable to get through to book on the visits booking line. One prisoner stated her family member had tried ringing the number, during the available time period over 130 times but had been unable to get through.</p> <p>A possible reason for this is the restricted timeframe available for prisoners' families to make contact and book visits. Additionally, with the growth in prisoner numbers and therefore demand on this service, in the absence of an increase in staffing resources to the area significant delays and shortages are likely.</p> <p>It is noted that in 2018 the centre will be installing a VOIP phone system that is anticipated to vastly improve the phone booking system.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (Local)</b> –ineffective processes for processing visitor requests</li> <li>• <b>Environment</b> – Inadequate funding for additional positions to administer and process prisoner visits</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of visits approval and booking processes to incorporate more efficient, proactive and flexible strategies to meet demand such as a proactive bring-up system for expiration of criminal histories; email booking systems, extended booking times.</li> <li>• Consider increased use of video-conferencing and other forms of family contact for prisoners.</li> <li>• Review of staffing establishment and allocation of administrative resources to visits bookings and processing.</li> </ul>	m	<p>Complex</p> <p>SWO</p> <p>OSS (HR)</p>
38	<p><b>CONTACT WITH THE OUTSIDE WORLD</b></p> <p><b>Prisoners can access the outside world through regular and easy access to visit in a clean, respectful and safe environment. Prisoners are aware of the visit procedures and visit entitlements with flexibility afforded in special circumstances.</b></p> <p>Whilst the designated visits area at Female Low/Open appears clean tidy, and while extended visits sessions were being provided (4 hours) prisoners stated that it was difficult for them to have full enjoyment as there was insufficient shade and no cooling in the visits area. This was observed by inspectors who spent time in this area talking to prisoners and staff and felt the effects of the hot, tropical climate. Prisoners and officers stated that a visits gazebo had been approved through a PAC meeting however had not been supplied. Officers stated that whilst the gazebo had been approved through PAC they were advised that there was no money in the budget to accommodate this.</p>	Medium	<p>Correctional Complex</p> <p>OSS (Facilities)</p>

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li><b>Working Design –</b> Inadequate visits facilities particularly given the climate and location</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Provision of suitable location and conditions for visits for female low/open including sufficient shade, cooling, access to cold water and adequate space for the number of prisoners and visitors.</li> </ul>		
39	<p><b>REMUNERATION AND EMPLOYMENT</b> Prisoners are encouraged to work or engage in meaningful activity; employment and remuneration is well-publicised; designed to improve behaviour; and is administered fairly, transparently and consistently.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Local processes to ensure that all prisoners are wearing all required PPE at all times while working</li> <li>Consideration given to introducing voluntarily employment/community service within accommodation areas for prisoners on employment waitlists as a feeder to paid employment and a way to increase meaningful activity directed towards developing work ethic and job skills</li> </ul>	Low	Correctional Complex
40	<p><b>TRANSITION</b> Prisoners are held in custody at the least restrictive level, without compromising community safety, prior to release; have access to services and programs to assist with transition; and centres ensure prisoners have the means to support themselves in the immediate period post-release.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Consultation with Q Health regarding inconsistencies in assessment of suitability for low/farm placement between regions.</li> </ul>	Low	Strategy and Governance
41	<p><b>TRANSITION</b> There is a whole of centre approach to re-entry to the community and staff proactively and collaboratively work with Probation and Parole and community based agencies to maximise resettlement outcomes for prisoners. Prisoners can access services prior to release and review and understand the conditions of their community-based order (if applicable) to mitigate any confusion about reporting requirements</p> <p>Open Minds is the external service provider contracted by QCS to deliver re-entry services (CREST) to prisoners at TCC. It was reported that the service provider had experienced difficulty in attracting and retaining appropriate staff and as a result service delivery had been delayed and negatively impacted. Further, it was reported by staff and prisoners that the re-entry service delivery to FLO and the male farm are inadequate, with prisoners feeling unsupported and under-prepared in the lead up to their release back in to the community.</p>	Medium	OSS (Contract Management)  SO (ORMS)

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>It is noted that the CREST services provided by Open Minds to men and women across the complex are the same and hence the different needs of female prisoners in the North Queensland region are not accounted for. Comparatively, female prisoners in the South-East region are able to access a tailor-made service designed specifically for their unique needs.</p> <p>In regards to custodial staff's approach to, and involvement in, contributing to meeting prisoners' re-entry needs it was identified that there may be some gaps. Some of the evidence provided by the complex as to how custodial staff contribute to this standard was an email from reception store staff to the correctional manager accommodation which provides evidence of a prisoner being sufficiently prepared for re-entry as "prisoner provided her property on discharge". This may indicate that some custodial staff see their role in a prisoner's successful re-entry as predominantly transactional and limited to ensuring they leave the centre on the right date and with their property, as opposed to recognising the holistic and rehabilitative needs of this process. Positively there have also been examples of where custodial staff have facilitated re-integration Leave of Absences (LOAs) in a supportive way with a focus on empowering the prisoner for successful re-entry.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Environment</b> – Inadequate funding for re-entry services to meet current demand in North Queensland.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of Re-entry model to more effectively address the unique and specific re-entry needs of female prisoners in North Queensland.</li> <li>• Review of re-entry service delivery and discussion/negotiation with service provider to ensure all areas of the correctional complex, especially the male and female farm facilities are receiving appropriate and sufficient re-entry intervention and support in accordance with contractual arrangements.</li> <li>• Review of contractual arrangements for Re-entry services at TCC to ensure it is consistent with current demand and identified risks</li> </ul>		
<b>ANNEXURE A – Mother and Babies</b>			
A 1-26	<p>Overall the centre is addressing the standards to a satisfactory standard. The following practice improvements are suggested:</p> <ul style="list-style-type: none"> <li>• Consideration given to the relocation of the Parental Support Unit to the Female Low/open facility to allow for a more domestic environment for children accommodated with their mothers in custody.</li> <li>• Specialised training and support for the Parental Support Unit Liaison officer (Psychologist/counsellor) to ensure appropriate professional support for this individual and to maintain relevance, currency and quality of this specialised service delivery area.</li> <li>• Discussion/negotiation with QHealth regarding type and level of</li> </ul>	Low	TWCC

## CCC EXHIBIT

Standard	Area for Improvement	Priority Rating	Business Unit
	<p>service delivery to pregnant women, mothers and their children</p> <ul style="list-style-type: none"> <li>• Implementation of local process to regularly review and update resources available to mothers and their babies/children eg. Toy Library.</li> <li>• While PSU prisoners are encouraged to participate in the PAC process there is not always a representative on the PAC. Consideration could be given to new strategies for encouraging and supporting attendance and participation of a PSU representative on the PAC committee to ensure that the unique and specific needs of pregnant women and mothers are reflected and accounted for in this forum.</li> <li>• Development of formal partnerships with specialised service provider/s who can offer appropriate counselling for pregnant women and mothers, where required</li> <li>• Identification and strategies to achieve increased family contact for female prisoners and their children/families and more flexible contact approaches and methods.</li> </ul>		
<b>ANNEXURE D – Cultural Development and Enhancement (for centres with high Indigenous population)</b>			
D 1-10	<p>Overall the correctional complex is addressing the standards to a satisfactory standard. The following practice improvements are suggested:</p> <ul style="list-style-type: none"> <li>• Creation and implementation of an overarching Cultural Development Plan document that outlines the guiding principles, philosophies, aims, strategies and practices for cultural promotion and cultural safety across the complex.</li> <li>• Extend partnerships with relevant stakeholders and groups throughout the catchment area of the correctional complex, including increased contact with and visits from Elders groups from all Indigenous communities represented within the region</li> <li>• Review, update and expand the availability and access to a wider range of cultural resources and cultural activities throughout the whole year, not just related to NAIDOC.</li> <li>• Greater formal, strategic analyse of data, trends and profiles to enhance service delivery and operations. For example, mapping, recording and documenting in IOMS family and community connections and relationships; tracking social issues and opportunities for catchment area communities to then incorporate in supports; interventions and services provided in the complex.</li> </ul>	Low	Correctional Complex

## CCC EXHIBIT

### FULL ANNOUNCED INSPECTION TABLE OF FINDINGS

### TOWNSVILLE CORRECTIONAL COMPLEX

Standard	Purpose	Rating	Evidence
<b>SAFETY Prisoners, even the most vulnerable, are held safely</b>			
1	<p><b>COURTS, ESCORTS &amp; TRANSFERS</b></p> <p><b>Prisoners travel in safe, decent conditions and are treated with respect during escort.</b></p> <p>To ensure the transport and escort of prisoners where absolutely necessary is undertaken in safety compliant vehicles, which are appropriate for the individual risk's and needs of prisoners. To ensure the basic human rights, conditions and minimum standards for the treatment of prisoners (as outlined in the healthy prisons handbook) are maintained throughout escort. To ensure safety and security of staff, prisoners and the public are maintained.</p>	1	<p>Inspectors were satisfied that prisoners are only transported for appropriate reasons such as medical appointments; court appearances; approved Leave of Absence and/or transfers to other correctional facilities. It was noted that the use of video-conferencing for courts had reduced prisoner court escorts by approximately 50%.</p> <p>Inspectors observed the fleet of escort vehicles at the complex. There were a range of vehicles used for varying purposes that allowed staff to co-ordinate and facilitate escorts in accordance with individual prisoners' risks and needs including youthful prisoners not missing with older prisoners; mainstream and protection prisoners remaining separated and the use of non-security vehicles for low risk prisoners and escorts, for example a medical appointment for a pregnant female prisoner. It was further noted that Queensland Police Service (Polair) facilitate long haul escorts for female prisoners.</p> <p>All vehicles were clean and well maintained. They were all air conditioned and had up to date servicing and maintenance records. The Centre Services staff indicated that at times there can be delays in getting replacement parts for vehicles that can result in difficulties co-ordinating escorts, however all essential movements are always facilitated.</p> <p>The male farm has dedicated vehicles that are used on the farm property as well as for daily escorts to the male secure centre, via an internal service road, for prisoners to attend various appointments and access services.</p> <p>The complex has a fleet of buses and mini-vans that are used for transporting prisoners to work camps in coastal and rural communities throughout North Queensland and locally in Townsville to community service projects. These are clean and well maintained and appropriate for the some of the long-haul</p>

## CCC EXHIBIT

Standard	Purpose	Rating	Evidence
			<p>journeys facilitated between Work Camps. Inspectors observed appropriate procedures and practices for safety and security and prisoner well-being for local escorts as well as long-haul escorts and transfers.</p> <p>An examination of a selection of external escort plans demonstrated that appropriate plans had been written considering specific prisoner needs and risk. Staff informed Inspectors that prisoners were provided with food upon departure and return. Prisoners ate meals prior to departure and the reception store provided breakfast for early escorts. If prisoners were at the hospital a meal was provided while they were there. Meals were also kept for prisoners upon their return from an escort. On speaking with prisoners they did not express any concerns upon arrival to the centre or regarding their transportation or provision of food. Checks were also conducted of the reception and discharge book, escort checklist register, external escort risk assessment tool, samples of external escort risk assessment, samples of week ahead medical list and the local instruction of external medical escorts and were found to be satisfactory. The form 9 (order for transfer) was clearly annotated by custodial Supervisors and Managers providing clear instructions ensuring the safe transport of prisoners. Inspectors were informed that all personal items accompanied the prisoner during court appearances if it was unknown if the prisoner would return to the Centre.</p>
2	<p><b>COURTS, ESCORTS &amp; TRANSFERS</b></p> <p><b>Prisoners understand where they are going during transfers, what to expect when they arrive and are permitted to wear non-prison clothing for court appearances.</b></p> <p>To maintain the safety and security of staff, prisoners and community by ensuring open two way communication of information prior to, during and on completion of the transfer. Ensuring functional monitoring and communication devices are available during travel internal of the vehicle and to the sending and receiving destinations. To maintain dignity and reduce anxiety of the prisoner through the prior notification of court / transfer details and the provision of appropriate clothing for court transfers.</p>	1	<p>Inspectors observed prisoners being prepared for escorts and upon return to the centre from escorts to court and medical appointments. Staff were respectful and communicated appropriately with prisoners ensuring they were aware of the purpose and details of the escort, and upon return to the centre ensuring that the prisoner was re-oriented.</p> <p>During the inspection, inspectors observed local practices in regards to organising a transfer of a female prisoner to a mental health facility in South-East Queensland. Centre staff and management liaised and negotiated with SMS staff, QPS and QHealth to facilitate documentation, escort conditions, times of flights and other arrangements.</p> <p>Inspectors observed that escort vehicles at the complex are fitted with Closed</p>

## CCC EXHIBIT

Standard	Purpose	Rating	Evidence
			<p>Circuit Television (CCTV) which allows escort officers the ability to monitor prisoners during transportation. Prisoners can also contact the Escort Officer via intercom system.</p> <p>At both the male and female centres, prisoners attending court are provided access to their own clothing. A prisoner is employed in both the male and female reception store to launder and safely and hygienically store prisoner's personal clothing. In cases where prisoners do not have access to their own clothing, chaplains are contacted to provide assistance and inspectors observed that the Salvation Army and Catholic Prison Ministry provided appropriate clothing where required.</p> <p>It was observed that prisoners at both the men's and women's centres were held in clean cells while they awaited video court appearances and were separately accommodated as mainstream or protection (males only) prisoners. Prisoners left for court on time and were held in cells for a minimum time prior to transfer. The court process was documented using a court screening tool (Version 03 - Implemented 1 February 2017).</p>
3	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners are held at a correctional centre as close as possible to their family and their community of interest. Prisoner placement should be culturally appropriate and reflect their level of risk.</b></p> <p>To ensure the appropriate placement of prisoners within a facility to maintain the individual's cultural, family and community connectedness and to provide infrastructure, facilities and services that are responsive to the individual risks and needs of prisoners within the facility.</p>	1	<p>The catchment area for the men's secure and low facilities is from Mackay to the south, up to Cardwell in the North, west to the Northern Territory Border including Mt Isa, and then through the North-West corridor including the Lower Gulf region and the Doomadgee and Mornington Island communities.</p> <p>The catchment area for women is from Bundaberg all the way through central, Northern and Far Northern Queensland including the Torres Strait Islands.</p> <p>Prisoners are not involuntarily transferred to other locations unless it has been assessed that there is a significant safety and security threat. During the inspection, inspectors observed prisoners from other areas eg. Brisbane, Rockhampton, Cairns, who had been placed at TCC for a variety of reasons including the prisoner's own protection, due to intel/association issues and for staff respite due to extreme, complex needs and challenging behaviours.</p> <p>Given the current overcrowding across the state, prisoner's requests for transfer are generally not able to be facilitated.</p> <p>The centre has video-conferencing facilities but these tend to be utilise for</p>

## CCC EXHIBIT

Standard	Purpose	Rating	Evidence
			<p>court appearances as opposed to social, welfare and family contact reasons. Inspectors noted that there are practical and logistical challenges in family and community members in rural and remote areas having access to telephones and video conferencing facilities so this negatively impacts on prisoner's ability to maintain family contact and community ties.</p> <p>Feedback from prisoners and staff across the complex indicated that the inequity in costs of phone calls is problematic and severely limits family and community contact for those that are from the more remote areas.</p> <p>The complex employs a team of Cultural Liaison staff whose role it is to support Aboriginal and Torres Strait Islander prisoners to maintain family contact and community connections.</p>
4	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners are treated with respect on arrival at the prison</b>            To ensure all prisoners received into a facility are detained lawfully. To provide for the immediate needs of prisoners being received into a correctional facility in a manner which alleviates anxiety, identifies risks and maintains the safety, dignity and respect of the individual. To ensure accurate, detailed and up to date information is available and maintained on each prisoners file in a manner which maintains the individual's privacy and confidentiality.</p>	1	<p>Inspectors observed the admission and reception process at both the men's secure, men's farm and the women's facilities.</p> <p>The men's farm approached the admission process for new prisoners in a relaxed and welcoming manner. Prisoners were given an individual induction to the facility and expectations were made clear. They were advised of how and where to seek assistance and support.</p> <p>Observations took place in the Townsville Mens Reception store to review the reception store area, assessment of prisoners and the escort / transfer process. On the days of Inspection the Reception store was staffed with 1 Supervisor and 2 Custodial Correctional Officers which was sufficient to deal with 4 incoming prisoners and the 6 video courts that were scheduled on one of the days of the Inspection. Staff stated that an extra Custodial Correctional Officer was employed in the reception store during peak periods but not on a permanent basis. During the week of the inspection Monday 20.03.17 - Friday 24.03.17 - 62 completed movements took place (20, medical movements, 17 admissions from Mount Isa and Townsville watchhouses, 16 to court, 4 compassionate leave of absences, 2 to work camps, 1 removal, 1 Low, 1 admission from another centre). Two prisoners were employed in the</p>

## CCC EXHIBIT

Standard	Purpose	Rating	Evidence
			<p>reception store one working a morning shift and one working an afternoon shift. This ensured that the prisoners were employed effectively and were not required to have access to or receive confidential information relating to prisoners their tasks were limited to providing clothing and bed pack for the incoming prisoners and drinks for outgoing prisoners. On speaking with staff they were clear with regards to their responsibilities and prisoners were aware of where they would be going upon leaving the reception store and observations took place as they entered the induction unit. On observing the reception area it was found to be clean, secure and safe for prisoners being received into the centre and staff working in the area.</p> <p>Inspectors attended the TWCC reception store and observed the admission and reception process. Staff were professional, compassionate and thorough in their approach. New prisoners were treated with dignity and respect, discussions and assessments occurred in private areas. The process was structured and methodical, ensuring procedural compliance. During both the initial admission process and the IRNA assessment process it was evident that staff had done collateral and background checks to ensure that they could individualise their assessments and to verify prisoner self-report, resulting in high quality information relevant to the safe management of the prisoner during their placement at the centre. The area was clean and well organised which allowed for quick processing of prisoners.</p>
5	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners' individual needs are identified both during and after reception</b></p> <p>To ensure the timely and appropriate identification and management of risks to the health and wellbeing of prisoners who are received into, and accommodated within, a correctional facility. To provide access to immediate and ongoing physical and mental health care treatment tailored to the individuals needs and responsive to the special needs of vulnerable prisoners. To ensure a systematic process for the management of</p>	1	<p>During the inspection observation was undertaken of four (4) male prisoner admissions and two (2) female prisoner admissions.</p> <p>Prisoners were interviewed upon admission to the prison by a counsellor and appropriate risk assessments were conducted in a private room which provided the privacy required. The counsellor discussed collateral checks and they were aware of the need to check information from the community and other areas especially the "community contacts" area of the IOMS system for risks that may affect custodial admission and placement. The counsellor dealt with an aggressive prisoner in a respectful and caring manner explaining why</p>

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Standard	Purpose	Rating	Evidence
	<p>vulnerable prisoners within a correctional facility, which includes the communication of risk needs and review of ongoing needs. To minimise risk of harm to prisoners who are managed on remand within the correctional environment.</p>		<p>they were asking the particular questions that they were during the admission process. The counsellor dealt with a female prisoner who was withdrawing from drugs and worried about the welfare of her children with care and compassion, and made appropriate referrals to internal and external stakeholders/services to ensure the needs of the prisoner and her children were addressed.</p> <p>A form 160 (Authority to disclose, release and exchange information) was completed during the interviews. A transition from the community form 6 (Implemented on 7 February 2017) was also completed. An examination of documents provided to the Inspector also showed that information sharing in advance of a prisoner's reception took place between Cleveland Youth Detention Centre, Probation and Parole, Police Watch houses and other centres who sent prisoners to the Correctional Complex which was good local practice. It was also noted that when prisoners were transferred for safety reasons a written briefing was provided in advance so that advance planning could take place.</p> <p>A health assessment was conducted by an appropriately qualified health professional and was recorded as completed on the prisoner induction, during which prisoners were able to raise any immediate issues of concern to address any health issues during reception. It was noted that prisoners who had potential mental illness were referred to prison mental health services and were seen as soon as possible.</p> <p>It was noted that interpreter notices were displayed in the reception interview room and that an interpreter telephone service was used when required and staff were aware that google translate could be used to assist communication.</p>
6	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners know what will happen after the admission and reception process and are made aware of the sources of information and help available to them in a timely manner</b>            To provide prisoners with support and assistance on reception to a facility in</p>	2	<p>Townsville Men's Correctional Centre - Prisoners received into Townsville Men's Correctional Centre were not provided with a phone call as part of the reception process. Staff explained that many of the incoming prisoners did not have contact details or know who to contact. Instead prisoners were given an opportunity <i>as soon as practicable</i> to make necessary arrangements in relation</p>

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Standard	Purpose	Rating	Evidence
	<p>order to establish contact with family/friends to advise them of their location and make necessary arrangements in relation to their responsibilities in the community such as children, housing, property. To provide all prisoners with immediate and ongoing information in a format that they can comprehend, which will enable them to understand and abide by the rules and routines within a correctional facility. To advise prisoners of their legal rights and responsibilities, to ensure that prisoners are aware of the complaints process and how to access to support or assistance through a range of sources, including official visitor and ombudsman should they need to.</p>		<p>to responsibilities including children, housing and property when they got to their accommodation unit. A staff member from another area of the centre stated that the provision of a phone call at a later date had caused issues for a number of prisoners - in one case a prisoner had not dealt with a vehicle that was incurring parking penalties in a timely manner and incurred significant debt which he was unable to pay. The issue was that the unit staff would need to rely upon a prisoner asking for a call which was an issue with the current level of prisoners in units and the competing priorities that existed.</p> <p>Three prisoner handbooks were available for male prisoners including a return prisoner handbook, court handbook and a simplified prisoner handbook. The decision on which handbook a prisoner received was recorded on a reception document. An induction DVD was being shown in the reception area unfortunately the speakers were not working in one of the holding cells on two days of the inspection and on the second visit the DVD was also not playing correctly and was returning to the beginning repeatedly. Inspectors were unable to determine what the message on the DVD was without the audio. Staff were unaware of the fault with the DVD and was unaware for what period it had not been working (meaning, staff did not know how many prisoners did not receive the information relayed on the DVD). This would therefore lead to a delay in prisoners receiving information in a timely manner.</p> <p>Female prisoners are provided with an Induction Handbook that provides information relevant to their placement at TCC including important contact and support information; how to progress, how to get assistance; what the expectations are and how to make complaints. The television in the reception store area was not working and staff indicated it had been out of service for an extended period. This meant they were unable to play an induction/information DVD for prisoners who were waiting in the holding cells. TWCC deliver a group induction in the education building every Friday morning. This is facilitated by a group of offender development staff on a rotational basis and there are plans</p>

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Standard	Purpose	Rating	Evidence
			<p>to expand this to incorporate peer support workers taking on a more active role in helping and providing information to new prisoners in the first days of admission to custody.</p> <p>The administrative form - Townsville Correctional Complex induction checklist and prisoner acknowledgement form introduced on 2 February 2017 had been implemented six (6) weeks prior to the inspection. Previously similar forms and processes were used at the complex. On speaking to staff this was an improvement on the previous process and was used to ensure that relevant areas were covered with prisoners being received into the centre. It would be of value for notices and schedules to be prominently displayed in all accommodation areas as inconsistency was noted in such notices being displayed across mainstream / protection secure units and residential accommodation areas to facilitate communication of relevant information to prisoners. Staff stated that such information was not displayed as it was defaced or removed by prisoners. It is suggested that as with other centres in the State standardised centre notice boards are provided which have lockable access to such information where appropriate to ensure that noticeboards are clearly visible and provide the information required.</p> <p>It is noted that TWCC management have indicated that they only use a face to face induction program and do not utilise a DVD as part of the induction process.</p>
7	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners are fully supported on arrival and during their early days in prison and remand prisoners are provided with assistance to meet their bail conditions to ensure they are released from custody as soon as practicable.</b></p> <p>To reduce the risk of prisoner self-harm / suicide attempts during an identified high risk custodial period. To minimise the anxiety and stress experienced during the first day in custody by informing prisoners of the unit</p>	2	<p>During the observation of four (4) prisoners received into Townsville Men's Correctional centre prisoners were interviewed upon admission to the prison by a counsellor. A first time prisoner was identified who had been remanded in custody and had mental health issues which were being treated in the community. This information was recorded in an immediate risk needs assessment (IRNA) audit checklist. Staff also advised of the induction process that took place and how they could obtain further information with regards to their case. When the inspector asked if an initial telephone call was provided to</p>

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Standard	Purpose	Rating	Evidence
	<p>rules, routines and behavioural expectations and supporting prisoners to address matters which are causing them concern. To ensure that appropriate levels of support is provided to prisoners on the first few days within the correctional facility in particular for those who are entering custody for the first time.</p>		<p>deal with any outstanding urgent matters or identify any immediate welfare issues staff explained that this was provided by the unit officers after checks had been conducted of the contact numbers provided for the prisoner telephone system a few days later. This prisoner was placed into an induction unit for the first night of incarceration and the prisoners admitted on the day of observations were accompanied to the induction unit as part of the inspection. IOMS information was updated on the day of the reception from a check of IOMS of the first time prisoner. An induction checklist form was completed and uploaded to IOMS on the same day. A check of IOMS showed that this prisoner spent the first night in custody in a single cell and was progressed to residential accommodation following an assessment that he could be accommodated in shared accommodation.</p> <p>During the observation of two female prisoners into TWCC and upon discussion with staff and review of collateral data and IOMS files, inspectors assessed that female prisoners are thoroughly assessed upon arrival to the centre and multiple referrals are made to ensure that individual risks and needs are addressed. Inspectors observed a female prisoner being placed on At Risk observations during the reception process as she was withdrawing from drugs, had a history of self-harming behaviours and it was her first time in custody. There was evidence that contact with real estate agents (housing) and child safety regularly to support new female prisoners to address welfare concerns and ensure the safety of, and contact with, their children.</p> <p>All new prisoners are able to place their legal representative's contact details on IOMS and their ARUNTA system. It was observed that prisoners often know the names of their lawyer but not their contact details. Staff had reference material that they were able to refer to in order to locate contact details for lawyers.</p>
8	<p><b>ACCOMMODATION</b>  <b>Prisoners live in a safe, clean and decent environment that is only as restrictive as necessary for the security and good order of the prison.</b>  <b>Prisoners are encouraged to take personal responsibility for</b></p>	4	<p><b>Townsville Men's Correctional Centre</b> - Managers stated that staff report any damage or unserviceability of cells to the accommodation supervisor for repairs to be carried out and all repairs are placed on a maintenance fault register. During the morning operational briefing accommodation usage was</p>

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Standard	Purpose	Rating	Evidence
	<p><b>themselves and their possessions with reasonable safeguards in place to protect prisoner property</b></p> <p>To ensure safe and appropriate standards of living and hygiene are provided to and maintained by prisoners during their custodial period. This includes providing facilities and routines which are designed to maintain the safety, dignity and responsibility of prisoners. To ensure prisoners have access to accommodation, personal property, and hygiene products which are representative of their individual needs. To ensure sound and accountable processes are established and maintained for the receipt, storage and release of prisoner property in the state that it was received.</p>		<p>checked to see if there were any unserviceable cells. Cell condition reports were completed when a prisoner first occupied a cell. On entering the centre the number of discarded blue rubber gloves on walkways and pathways was noticeably higher than observed in other centres in the State. Some of these blue latex type gloves were on the other side of the chain-wire fence adjacent to the pathways and appeared to have been damaged by either a whipper snipper or mower with small pieces littering the nearby surrounds. All walkways had grass clippings along them and looked generally untidy. It was also observed that at various times throughout the inspection week wheelie bins were overfilled and as a result rubbish was strewn onto walkways in particular around the entrance to the Gym. On entering the staff offices in the education block a baseball and broom was found in the airlock this was subsequently removed during the week of the inspection. Shoes were also found in the doorway leading to a secure unit which could potentially be used to prevent access. At the entrance to another secure unit there were empty boxes, a delivery trolley (that remained there for the duration of the inspection week), an old mattress and a filled black rubbish bag. Officer's stations were largely unclean, untidy and disorderly. When inspectors spoke to staff their general response was that it was not their responsibility and they were not paid to clean. Inspectors observed (for example in S1) that prisoner fridges were not clean (unhygienic) and the unit's wheelie bin was badly damaged and split resulting in food/waste fluids leaking from the bin and onto the floor. The unit officers appeared to be oblivious to the state of the bins and the resultant food waste leaking onto the floor, inferring a degree of normality as to its occurrence.</p> <p>Upon entering the detention unit metal vent plates were propped up against the wall outside the officers' station. These were removed during a subsequent visit after inspectors identified to staff the potential risk they posed. The detention unit was accommodating a prisoner who had spread faeces in his cell and in the air vents. Upon speaking to staff they stated that the detention unit area had been cleaned by a unit cleaner but the corridor was still dirty with</p>

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			<p>faeces which had leaked onto the corridor floor which would make the unit an unpleasant area in which to work or be accommodated. Two of the ten detention unit cells were powered cells.</p> <p>On entering the secure accommodation units it was immediately noticed that the officer station grills were lowered down to 3/4 and this created an environmental barrier between staff and prisoners. Situational awareness was poor as a result and prisoners and staff were not living in conditions that were safe, clean and decent. Personal responsibility of prisoners was not apparent or encouraged by officers one of whom stated that the "conditions reflected those in which some lived in the community". The Incentives and Earned Privileges Scheme at TMCC was linked to progression through the accommodation units. On progression to residential areas Residential 19/20 or Secure 11 incentive levels increased, further increases were accommodated with moves to McCann Units and the Village. Transfer to Low Custody Accommodation further enhanced incentives and privileges. It was noted however that protection prisoners were accommodated within the Harold Gregg Units and due to not being able to move to other accommodation an inbuilt Incentives and Earned Privileges Scheme was required for this accommodation area.</p> <p>All prisoners had access to showers and toilets within secure cells or in accommodation units (Residential Accommodation) with water restrictions that exist in the community. Secure Accommodation was air-conditioned. Residential Accommodation was not air conditioned. In these areas fans were provided in most areas and prisoners were able to purchase personal fans through the canteen/buy up process. It was confirmed that there were sufficient fans in the bulk stores for purchase at a reasonable cost to prisoners. The secure Units had two Arunta phones and capacity of 52 prisoners. Residential 19 and 20 had two Arunta Phones and a capacity for 50 prisoners. Secure 11 had 1 Arunta phone and a capacity for 34 prisoners. The McCann Units had 4 Arunta phones and a capacity for 128 prisoners (surge). The Village had 3 Arunta phones and a capacity for 86 prisoners.</p>

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			<p><b>Townsville Women's Correctional Centre</b> – The Women's Centre was noticeably cleaner than the Men's Centre with the absence of the discarded blue latex type gloves that was observed at many locations within the Men's Centre. While the Women's Centre was noticeably cleaner and neater by comparison, the impression was that a great deal of time and effort was undertaken in the days leading up to the announced Inspection and gave the Inspectors that some of the appearances were 'staged' for the benefit of the Inspection Team. In particular, the presence of many posters and informative documentation that both staff and prisoners throughout accommodation areas stated had only been placed up on walls the day prior to the Inspection. Many of the posters looked new and did not have signs of weathering or aging, lending some weight to the suggestion that they were recently installed.</p> <p>The Female Low Open (FLO) facility has been expanded and contains a mix of old renovated houses and new units. This area was clean, tidy and orderly. There are processes in place to ensure that women are progressed as quickly as possible and they can still easily access all of the services and supports offered at TWCC.</p> <p>It is noted that Centre Management advised that information notices and posters were refreshed just prior to the inspection and are updated on a regular basis. While this may be the case, staff and prisoner perceptions indicated that they were not aware of the type and nature of information that was observed at the time of the inspection. It would be beneficial for staff and prisoners to have a greater awareness of the type and nature of information available on these posters and notices.</p> <p><b>Men's Farm:</b> The Farm had a state of 85 prisoners at the time of inspection. Prisoner's and staff were proactively engaged in activities which included garden maintenance (mowing a whipper snipping) that resulted in a clean and</p>

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			<p>decent environment around the main facility and the accommodation units were at a standard commensurate with the facilities' aging infrastructure. Huts did not tend to have fly screens, property in the common areas were limited, for example in some of the huts there were insufficient chairs for all prisoners though it is noted that prisoners advised that some prisoners took chairs into their rooms. There were no lounge room furniture such as lounges for prisoners to sit on to watch television.</p> <p>The accommodation fridges were clean and the inmates appeared to be hygienically focused regarding their cooking and eating areas. Inspectors did observe that at one of the nurseries, the toilet facilities looked like an abandoned and derelict building. The toilet floor was littered with toilet paper and the amenities were unclean and unhygienic. It is unknown if this area is meant to be a serviceable area, but regardless it requires attention.</p>
9	<p><b>ACCOMMODATION</b>  <b>The number of prisoners should not exceed a correctional centre's design capacity. Where this is temporarily unavoidable, compensatory processes should be implemented to mitigate disadvantage and risk to both staff and prisoners</b></p> <p>To maintain the safety and security of the correctional facility and to ensure the facility is proactive and responsive to managing the potential increased risk resultant of increased prisoner numbers. To ensure that where prisoner numbers exceed built capacity activities, services and facilities are enhanced to meet the requirements of the prisoner population and to minimise the risk of incidents occurring as a result of overcrowding.</p>	3	<p>At the time of the inspection the complex was over capacity with the highest level of overcrowding being in the male protection area (Harold Gregg Unit). The protection prisoner population was 117 with a single cell capacity of 72 which is 145% over capacity and above the State's average protection prisoner capacity rate which at the time of the inspection was 130%. The centre has been over state for a period of time and the effects were clearly observed. Although the centre was over capacity the planned number of hours locked in cells was not reduced in order to compensate for the levels of overcapacity.</p> <p>In accordance with procedural requirements, when prisoners need to be placed in shared cell accommodation staff are making a record of this on IOMS. However meeting full procedural requirements and best practice in regards to identifying and responding to individual risks and needs, there was no evidence that staff responsible for determining shared cell placements are identifying the risks involved and mitigating against them.</p> <p>The General Manager indicated he was closely monitoring the "climate" of the complex and the effect on access to services, programs and recreational</p>

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			<p>activities and was seeking to regulate those factors that could be controlled at a centre level by daily monitoring of lockdown periods at morning briefings. Adequate seating had been provided in secure areas with additional table installed. In the residential area in some units up to two prisoners were sleeping on the floor in communal areas without storage for their personal possessions. Additional seating was provided but table space was limited in the residential units. The availability of telephones was an issue with less than 1:20 prisoners and in some areas the ratio was 1:30. At the Men's Farm many of the accommodation units had an inadequate number of chairs and tables, resulting in some prisoners having to eat their meals on the steps to the unit or on their beds .</p> <p>Further at the male farm, staff members noted difficulties in keeping all prisoners employed and busy due to numbers and it was also noted that at the time of the inspection there were high numbers of prisoners in their huts rather than in work areas. It is noted that Winton work camp is now a full time camp and Julia Creek and Boulia work camps rotate 2 weeks at each location permanently.</p>
10	<p><b>SUICIDE AND SELF-HARM PREVENTION</b></p> <p><b>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</b></p> <p>To minimise risk to of harm to staff, visitors and prisoners by ensuring that correctional facilities maintain appropriate training, professional staffing and facilities to safely identify, respond to and manage high risk self-harm / suicide periods for prisoners accommodated within the facility. To ensure prisoners experiencing self-harm / suicidal ideation are treated with respect and dignity and are provided access to services and interventions required in a safe and timely manner.</p>	2	<p><b>TMCC FARM:</b> A prisoner who had a family member die on the weekend stated that he had raised the death with staff and had a LOA scheduled. Prisoner advised of receiving required support from relevant staff such as CLO's. In relation to the process for the farm, inspectors were advised by the farm manager that where a risk of self harm and subsequent levels of increased risk prisoners were returned to the secure facility and returned to the farm when the risk was reduced. The Farm manager advised that where required a NOC would be raised and psychologists would be contacted. The manager also stated they had not had this occur for an extended period of time. Of concern the Farm manager and officers stated that offender development services do not regularly attend the farm compound, only attending if required. This is concerning given the lack of access to essential services this provides to farm prisoners particularly relevant to prisoners nearing their release to custody / reintegration needs and related stressors as well as excluding the value of</p>

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			<p>proactive contact. It is noted that being a low custody facility there is increased access to ligature points and other methods for self-harm which are not as controlled as they are within a secure custody facility. Officers at the farm appeared to communicate well with prisoners generally which would support the identification and communication of any increased risks. Additionally increased visits times are available for prisoners at the farm.</p> <p><b>TWCC:</b> Given the more modern infrastructure of this centre, cells appeared to generally be free of obvious ligature points.</p> <p>On the day of the inspection of the safety unit there was one prisoner [REDACTED] accommodated within the safety unit. The prisoner had a large self-inflicted injury to her forehead caused reportedly from banging her head on the cell wall. There was blood on one of the safety unit viewing windows which was reportedly caused by her self-harming.</p> <p>It is noted that accommodation at TWCC FLO is not suited for monitoring prisoners on increased at risk observations and as such where deemed necessary prisoners accommodated at the farm who are identified as being at increased risk of self harm or suicide are returned to secure accommodation. Houses are not ligature free and are more representative of community living. It is also noted that there is access to utensils for cooking etc. Of concern prisoners stated that they do not have access to psychologists, counsellors on a regular basis and whilst external services such as NQDVRS attend to provide service there is not a consistent and routine schedule for offender development staff to attend the FLO facility. During discussion with the senior psychologist inspectors were advised that there are staff shortages within the facility for psychologists and other offender development positions. This matter was raised with the DGM who later advised that a schedule for attendance had been implemented.</p> <p><b>TMCC/TWCC:</b> RAT meeting occurs frequently and appeared generally to be effective. There appeared to be thorough assessment processes in place for</p>

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Standard	Purpose	Rating	Evidence
			<p>the identification and monitoring of prisoners with mental health issues. It is noted that Registered Nurses and Prison mental health do not attend the RAT meeting which has potential to impact the holistic nature of assessment and response to at risk prisoners. It is noted that there is a PMHS meeting which the RN's and senior psychologist attend, however the evidence suggests that the exchange of information relevant to a prisoner's mental health status and risk of suicide/self-harm is extremely limited as Qhealth staff do not readily provide details of their contact. RAT meeting discussions and assessments appeared to be considerate of the individual risks and needs of the prisoner though it is noted that there was significant time spent on documenting information which appeared to take on a shorthand/cut and paste nature which made the information recorded ineffective in capturing the full nature of discussions. The biggest concern noted was the workforce profile and the impact this had on the risk assessment process. It was noted that the complex has no appointed senior psychologists, multiple vacancies for psychologists and other key offender development positions, and a noticeable lack of depth of experience across the offender development area. As a result RAT meetings are not chaired by senior psychologists or in some cases not even by a registered psychologist. This is procedurally non-complaint but also seriously compromises the quality and quantity of assessment and intervention processes for the most vulnerable prisoner cohort, who display multiple, complex mental health needs.</p> <p>It is noted that attraction and retention of suitably qualified and experienced staff to meet RAT procedural requirements has been a long standing issue for the complex. It is acknowledged that a range of strategies have been employed to address this issue, however at the time of inspection had been ineffective in resolving the issue.</p>
11	<p><b>SUICIDE AND SELF-HARM PREVENTION</b>  <b>Prisoners at risk of self-harm or suicide receive personal and consistent care (which is not afflictive in nature) and support to address their individual needs and have unhindered access to help</b></p>	2	<p><b>TMCC/TWCC:</b> At risk management plans were available and signed by the appropriate delegate. As were corresponding safety orders and Individual Management plans where relevant.</p> <p>At RAT meetings, staff discussed the prisoners' individual behaviours and risk</p>

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	<p>To ensure communication and practices within a correctional facility are conducive to prisoners seeking assistance during periods of increased risk. To ensure correctional facilities have well established and accountable practices which identify, respond to and manage the immediate and ongoing individual risk needs of prisoners in a manner which maintains the safety, dignity and respect of the prisoner and in which the prisoner is involved.</p>		<p>needs in sufficient depth to demonstrate a satisfactory level of understanding of the prisoners' risks and needs. However there appears to be a discrepancy between information discussed at the meeting and what and how information is documented. Creating the at risk management forms/documents themselves appeared to be quite a timely process and as such did not necessarily capture all relevant information, the meeting overall appeared to be very process orientated.</p> <p>Officers advised of a thorough handover process at the commencement/end of shifts to ensure staff remain informed of the needs and behaviours of prisoners within the accommodation area.</p> <p>It was confirmed that registered nurses no longer have any input into the RAT meetings or outcomes and infrequently share information to those managing the prisoners. It was noted that the senior practitioner/senior psychologist does attend a regular meeting with PMHS and NUM however the information discussed is not usually relayed to officers. It is also not utilised for RAT decisions.</p> <p><b>TMCC FARM:</b> Prisoners at increased risk of self harm or suicide are temporarily returned to the secure facility during the period of identified risk. Nil issues identified.</p>

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12	<p><b>SECURITY, GOOD ORDER AND RULES</b></p> <p><b>Security and good order are maintained through positive staff-prisoner relationship based on mutual respect and consistency and fairness when dealing with prisoners</b></p> <p>To maintain the safety and security of the facility correctional officers, staff and prisoners communicate openly and appropriately. Behaviour and interactions are maintained to a standard that is acceptable and representative of community norms. Correctional officers and other staff within a facility are proactive in modelling pro-social behaviours and responding to inappropriate behaviours.</p>	<p style="text-align: center;">4</p> <p><b>TMCC</b> – When interactions between staff and prisoners were observed in secure and residential areas they were generally acceptable, but they appeared to be predominantly transactional and could not be described as genuine, positive or proactive. There was an obvious lack of interaction and engagement between staff and prisoners in secure and residential units. In protection, there was a significantly more positive and proactive approach to prisoner engagement and management, however the old infrastructure and layout of units severely limited the opportunity for interactions to occur outside of staff being inside a fully enclosed officer’s station.</p> <p>Inspectors observed that in the secure units staff demonstrated a reluctance to go out into the unit, rather they spent the majority of the shift in their officer station with the metal grill partially down. Staff were reluctant to allow inspectors into the unit, or accompany them into accommodation areas. Morning unlock was observed. During this process a group of custodial staff attended each unit and unlocked each cell (approximately 6-8 at a time). Custodial staff physically inspected each prisoner for health and wellbeing upon the prisoner exiting the cell, however they did not greet or speak to the prisoners. This resulted in almost total silence during the unlock process, a distinct lack of human interaction, a missed opportunity to set the tone for a positive, stable, safe, respectful and humane environment and an “us and them” mentality. When inspectors raised this with the staff conducting the unlock, experienced staff indicated that they felt unsupported and therefore did not feel they should have to put in “extra effort”, whereas newer staff indicated that they were just doing what their more experienced colleagues did and said.</p> <p><b>TMCC FARM:</b> Prisoners did not identify any concerns. Inspectors observed positive interactions between staff and prisoners. Staff expressed a view that because of the farm environment and the limited services, it was of greater importance to have robust dynamic security.</p> <p><b>TWCC</b> -Inspectors observed basic interaction between staff and prisoners within the secure accommodation area. A large number of prisoners stated</p>
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their perception that there appeared to be favouritism towards some prisoners and a lack of/inconsistency in consequences to poor behaviour. In addition prisoners stated that there were occasions where the consequence for one or two prisoners in the unit being disruptive was that the whole unit would miss out on activities or library time. Inspectors observed an officer communicating with a prisoner about documents stuck to the wall. The officer was observed to be fair, clear and explained the reasons for the rule within the accommodation unit and listened to the prisoner's explanation for the reasons behind this occurrence, as well as offering an alternative which was available to her.

During the inspection prisoners in residential accommodation consistently stated that they felt that there was a bias from officers to certain prisoners. One prisoner who has a number of custodial episodes was teary and stated she felt discriminated against and unfairly treated because staff keep referring to her custodial incident history. During the PAC meeting it was expressed that there is a general feeling amongst prisoners at the centre that in some instances prisoners are regressed to secure accommodation based on what "favoured" prisoners tell staff other prisoners, with insufficient evidence to prove any claims made. In the residential area, some prisoners indicated that they were satisfied that some prisoners had got payback by getting other prisoners regressed. Discussions with staff in accommodation areas reflected similar views to those expressed by prisoners regarding inconsistencies and bias in the treatment of prisoners by supervisors and managers.

**FLO** - Interaction between staff and officers appeared generally positive and meaningful. Prisoners indicated that the majority of staff are supportive and engage well with them. They identified that at times some staff rostered in the area are not as supportive or respectful, but they tend to not go to them, instead wait for staff they know and trust to return back to work. An additional supervisor role for this area has been created, however she advised inspectors that she did not really consider herself as a supervisor and advised of a

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		<p>number of concerns however did not present with any power or influence to effect change. One of the key factors identified was staffing. Specifically, because of ARL rosters there are a number of officers who work in the location that do not have a "low custody mindset" and as a result there were problems identified including the return of prisoners from residential to secure accommodation where alternative methods of managing the behaviours were not explored. On questioning about discipline the supervisor advised that the farm don't tend to use breaches stating further that prisoners are returned to secure. The supervisor indicated that in some instances the behaviours could potentially be managed in different ways.</p> <p>It is noted that regression placement decisions are based on incidents and identified risks and credible intelligence. The Centre advised that these are discussed at Pathways meetings and alternative approaches to managing prisoner behaviour such as issuing and IEP warning notice, may be utilised prior to regressing someone.</p> <p>As highlighted by Centre Management the reports of perceived favouritism may be symptomatic of prisoners being treated on an individual basis and those specific individual circumstances not being made known to other prisoners. Given these potential misperceptions it would be beneficial for the centre to consider strategies for better informing prisoners and staff, about decision making processes so that they have a greater understanding of systems, processes and practices rather than making assumptions and having misperceptions. It is acknowledged that privacy legislation and principles cannot be breached and therefore staff and particularly prisoners cannot be advised of details and circumstances particular to individual situation's/cases.</p>
13	<p><b>SECURITY, GOOD ORDER AND RULES</b></p> <p><b>Rules, routines, centre regimes and behavioural expectations are well-publicised in an easily understood format, are proportionate, fair and encourage responsible behaviour</b></p> <p>To ensure correctional facilities provide structure and routines which are clear and responsive to the prisoner population profile and needs. The</p>	<p>3</p> <p><b>TMCC:</b> In some of the accommodation units, and in particular S1, the notice board for the prisoners was entirely bare (nothing on it) meaning that the structured day for that unit, the units rules and behavioural expectations along with other important information (such as the complaints process) was not posted for the purposes of constant reinforcement and information. It was noted that there is no overarching, co-ordinated process for staged,</p>

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<p>prisoners are made aware of and understand their requirements whilst accommodated within the correctional facility and as such have the opportunity to meet these requirements. The facility provides living standards and conditions which are not excessively punitive or lacking in modelling community norms.</p>	<p>progression to higher levels of incentives and privileges. Staff indicated that increased prisoner numbers and a high churn rate severely impact on their ability to effectively and consistently manage progression and rewarding behaviour. It was observed that the higher prisoner numbers in Protection, along with the limited options for progression and incentives within the Harold Gregg Units present as a significant challenge. It was noted that within HGU an attempt has been made by dedicating one unit as a 'residential style' unit where protection prisoners can aim to progress to and where they get a higher level of incentive and privilege.</p> <p><b>TMCC FARM:</b> Relevant information regarding expectations, rules, routines and services was well publicised and in an easily understood format. Farm officers and the manager reflected that there is limited consequence to prisoners not attending work. The Farm Manager and officers stated that when a breach is undertaken the usual consequence is loss of TV or property. The Farm Manager advised that no one has been returned to secure for a significant period of time.</p> <p><b>TWCC</b> – Rules, routines, expectations etc were clearly displayed in the accommodation areas however inspectors were informed that these notices were placed on the boards on Sunday (1 day prior to the inspection). TWCC did have documented activities and a Structured Day however these documents were not representative of the actual practice on a daily basis with continual lock downs, staff shortages and cancellations of activities and programs.</p> <p>There were also structured incentive and progression frameworks however prisoners indicated that they felt this model was unclear and applied in an inequitable way, for example some prisoners would find it difficult to meet the requirements of work or education and therefore would be disadvantaged. They also raised concerns, which staff in accommodation units also reflected, about perceptions of "favouritism" from supervisors and managers. Inspectors attended the IEP and Pathways meetings. The meeting was well</p>
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attended by a multidisciplinary panel however the observed discussions within the meeting reflected a somewhat transaction, administrative, process-driven approach rather than actually being an individualised assessment of risk and need and a consistent, objective matching of risk and need to suitable placement option, and earned incentives and privileges. For example standard responses throughout the meeting included "she has only been here three weeks leave her on that level", "she hasn't got work". When inspectors asked if there were sufficient jobs for every prisoner they were advised that there are limited employment positions, however regardless there is a standard expectation that prisoners must be employed to reach the highest level of progression, privilege and incentive. This has since been clarified by the centre who have indicated there was a miscommunication and there are in fact sufficient paid employment positions within TWCC.

**FLO-** Prisoners advised that the rules, routines and behaviour expectations were fairly clearly explained, displayed and enforced. Generally responses to behaviours were stated to be fair and proportionate however prisoners and staff both advised of two concerns. Firstly that at times prisoners are returned to secure accommodation following what is described to be minor situations, and secondly that prisoners are moved to the farm that should not be accommodated at the farm.

It is noted that regression placement decisions are based on incidents and identified risks and credible intelligence. The Centre advised that these are discussed at Pathways meetings and alternative approaches to managing prisoner behaviour such as issuing and IEP warning notice, may be utilised prior to regressing someone.

As highlighted by Centre Management the reports of perceived favouritism may be symptomatic of prisoners being treated on an individual basis and those specific individual circumstances not being made known to other prisoners. Given these potential misperceptions it would be beneficial for the centre to consider strategies for better informing prisoners and staff, about decision making processes so that they have a greater understanding of

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		<p>systems, processes and practices rather than making assumptions and having misperceptions. It is acknowledged that privacy legislation and principles cannot be breached and therefore staff and particularly prisoners cannot be advised of details and circumstances particular to individual situation's/cases.</p>
<p>14</p>	<p><b>INFRASTRUCTURE AND PROCEDURAL SECURITY</b>  <b>Prison infrastructure provides for community safety and the security and good order of the prison and is complimented by effective procedural security processes</b>          To ensure buildings comply with minimum safety and building standards. To ensure systems and processes are in place to provide safe, secure containment of prisoners appropriate to the assessed risk. Systems that are in place are proactive in identifying and preventing breaches of security and review and respond appropriately to breaches that do occur.</p>	<p><b>TMCC Farm</b> - The farm complex does not have a secure fence, is located near a busy public thoroughfare (highway) and is within metres from an unsecured DPSOA housing precinct. Given the age of the infrastructure it is in reasonable condition, however there are a number of outstanding maintenance issues that require follow-up. Multi-faceted procedural security including security patrols, headcounts, searches, dog squad presence and intelligence-driven operations are utilized effectively.</p> <p><b>TWCC</b> – This is a modern electronically operated facility that has contemporary static and procedural security measures in place.</p> <p><b>TWCC FLO</b> – While this facility has a secure perimeter fence it is operated as an open environment so the gates remain unlocked and open throughout the day. It is noted as an extra measure of security the TWCC FLO is based on the main prison reserve close to the highly used entry which provides additional dynamic security measures in itself. Dynamic and static security are utilised in order to maintain a safe and secure environment.</p> <p><b>TMCC</b> – The infrastructure across the centre is varied. The secure units are modern, electronically operated 50 bed units and the McCann residential area was commissioned in the 1990s and is still fairly contemporary in design and function. The “Blocks” and Harold Gregg Units are much earlier in architectural design and pose additional challenges to maintaining static and dynamic security that is not experienced with more modern infrastructure.</p> <p>Cell design and maintenance was consistent with building standards for fire and safety. Maintenance of fire and safety systems was regulated with testing</p>

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and maintenance managed by Building and Asset Services. Secure Accommodation was designed to standard for providing accommodation free of ligature points and privacy. Ventilation in cells provide fresh air flow, natural light through winds and air conditioning. Residential Accommodation was older infrastructure therefore was not designed similar to the secure units and therefore assessment of prisoner's self-harm risk was carried out prior to prisoner placement in this accommodation.

It was noted that TMCC is currently undergoing a major redevelopment project for a perimeter upgrade.

An area of concern was the temporary Officer's station for the "Village" Residential area. Staff had been operating out of a "Donga" style office however had raised WPHS concerns about not having access to a toilet in this building. As a result they were moved out of this building and in to a makeshift office at the back of the Harold Gregg Units. Inspectors observed this office to be unsafe given the lack of visual observation it provided staff and the limited access for staff and prisoners in the area for interactions and engagement; and the safety and security risks it presented with the storage of flammable items (petrol for lawn mowers) and potential weapons (garden tools stored in the office near the prisoner access point to the office). It was also noted that this office provided no greater access to running water or a toilet, which was cited as the original reason why staff moved out of the donga style office. This matter was raised immediately with the General Manager, not only in regards to the WPHS risks but also in regards to staffing and morale as inspectors received many verbal and written accounts from staff expressing significant dissatisfaction with these working conditions and evidence of an extensive negative impact on workplace culture and staff morale. The General Manager indicated he was aware of this issue and there were plans to seek capital approval to build a more suitable officer's station for staff in this area.

It is acknowledged that the centre has been actively seeking an upgrade of this officer's station over an extended period of time, however have not been approved for capital expenditure to facilitate this. Rising industrial relations

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			<p>pressure left the General Manager with no option but to authorise the relocation despite the risks.</p>
15	<p><b>INTELLIGENCE FUNCTION AND SEARCHES</b>  <b>Security and good order are maintained through attention to physical and procedural matters including an effective intelligence function, searches, staff training and incident management procedures</b>          To maintain security and good order of correctional facilities through the routine inspection and maintenance of facilities and security systems, the systematic and planned approach to detection and prevention strategies and maintenance of well-established intelligence practices which are collaborative and proactive in approach. To ensure adequate training for, recording of and review of incidents to maintain timely and efficient responses and inform future practice and security measures.</p>	2	<p>The intelligence function is supported by 1 x intelligence advisor and 3 x intelligence Analysts and support staff. A Targeted Urine Testing Plan was in place and prisoner associations were monitored and information recorded in IOMS. ARUNTA phone call audio was monitored via targeted prisoners and randomly through the various units however staff indicated that they do not have sufficient resources to listen to all relevant calls that would assist in monitoring and collecting further intel regarding threats and risks to the centre. The Intelligence Unit meets regularly with QPS and P &amp; P Intelligence Staff where intelligence holdings are discussed and collaborated. This initiative is commended.</p> <p>Assault, UT and detection trends are reported via the Local Drug Action Committee (LDAC) Report with actions identified and delegated for follow up. Inspectors reviewed the extensive material provided by the centre and noted the responses and contribution to centre operations, observing that a single Intelligence Management Plan would assist in providing further strategic and operational direction and guidance.</p>
16	<p><b>SUBSTANCE ABUSE</b>  <b>All prisoners are safe from exposure to, and the effects of, substance use while in prison by utilising effective prevention and detection measures incorporated with the appropriate balance of therapeutic needs versus punishment –based responses</b>          To minimise risk of harm and disruption resultant from illicit drug use within the correctional facility. To ensure there is a multidisciplinary, proactive approach to detecting and responding to the introduction and use of illicit substances within the correctional facility.</p>	2	<p>At a local level in the mainstream prisoner population [REDACTED] was considered the biggest drug of concern given its prominence, availability in the community and [REDACTED].</p> <p>In the protection population the prescribed [REDACTED] was considered problematic and most commonly diverted and trafficked illicit substance.</p> <p>A 'Local Drug Action Strategy - 2017 to 2019 (in Draft) is presently under consideration and implementation that incorporates a multi-disciplinary approach to its drug strategies including the use of Substance Abuse Management Plans (SAMP). Inspectors attended the meeting reviewing the SAMPs and found that the approach was to identify the needs of the individual and included discussions regarding access to/ recommendations for programs and interventions related to drug use. A practice improvement suggestion would be for the staff involved in this process to develop their knowledge of drug addiction and relapse management strategies to incorporate more</p>

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		<p>extensive, demand –reduction techniques into SAMPs.</p> <p>TCC has a drug testing regime in place with staff making proactive efforts in addressing demand, supply and intervention strategies. However, there was a lack of substance abuse programs (in particular for prisoners serving less than 12 months incarceration) that impacts on the centre's intervention strategies. Clear penalties exists for the brewing of alcohol and when prisoners are detected for substance abuse (referral to CSIU - and/or breach), however, there was a lack of information sharing between intelligence (such as when a positive UT is detected) and Programs, to enable program support to the prisoner. There appeared to be some isolation between the units (silo effect) in information sharing in relation to substance abuse.</p>
17	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b></p> <p><b>Prisoners are subject to reasonable disciplinary procedures, which are clearly explained applied fairly and for good reason with consideration given to any pre-existing mental health concerns or disabilities that may have been a contributing factor</b></p> <p>To ensure prisoners are not subjected to excessive or unreasonable punishment whilst accommodated within a correctional facility and that punishment is reasonable, proportionate and considers the special and medical needs of a prisoner. To ensure prisoners understand the disciplinary process, have opportunity to provide defence for a breach, and right to appeal a decision.</p>	<p>2</p> <p>Overall, prisoners are generally subjected to reasonable disciplinary procedures which are clearly explained (see the induction process (Local handbook and Prisoner Information Booklet) and the various unit rules (however, the unit rules are not always posted on the notice board in every unit (e.g. S1, it's notice board was entirely bare). However, when addressing the issue of group punishment / collective punishment (see 17.11), Inspectors were aware that because of one incident where prisoners threw tinned food at officers, those food items became unavailable to all prisoners (banned in effect). Although this action can be viewed as a response to a WPH&amp;S issues (safety of its officers that may have also involved union concerns), it can also be seen as a form of collective punishment. However there was inconsistency in banning the tinned food in that, although some tinned items became banned, other tinned foods were not. Furthermore, Inspectors noted that most accommodation unit fridges contained frozen bottles of water, which arguably poses a similar risk of injury if thrown at officers comparatively with some of the tinned foods banned in response to the reported incident. If it truly was a WPH&amp;S issue, one would expect to see a larger number of food items banned in the centre and restrictions placed on freezing water bottles, however, in the absence of a broad strategy to address the WPH&amp;S concerns, the banning of only some tin food items can inferentially be seen as collective punishment. Although the prohibition of some of these foods was meant to be reviewed by</p>

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management, at a time prior to the inspection, prisoners believed that this had not occurred. Centre Management clarified that a review had been undertaken, alternative replacement items had been approved but had not yet been implemented at the time of the inspection.

Inspectors attended and observed breach hearings which were undertaken in an appropriate manner and no concerns were identified. The Supervisor undertaking the breach hearing was respectful and appropriately took into account the individual's circumstances (the process was not a 'tick n flick' of a standardised impersonal process) and demonstrated appropriate levels of interpersonal communications, attentive body language and eye contact. Inspectors were advised that 'reviews' of breach hearings were somewhat seasonal (for example: if the football was on, a review would be requested to delay any sanction which could prevent the prisoner from watching the football). Prisoners were given an opportunity to be heard and listened to without interruption. Overall, Inspectors did not have any concerns regarding the breach hearings. This was further reflected in the random selection of breaches reviewed pre and post inspection.

When Inspectors spoke with prisoners, and in particular at the PAC meetings, prisoner expressed concerns that when a Urine Test (UT) gives a presumptive positive test (and thereby awaiting lab analysis), the prisoner is still segregated in response to the positive UT. However, prisoners reported that at times the analysis is returned with a 'false positive' meaning the prisoner did in fact not record a positive UT, yet, the prisoner was still segregated (meaning punished before evidence of guilt). Centre Management advised that a prisoner being serrated for a presumptive UT result is highly unlikely and that what is more likely to have occurred is that the prisoner was segregated for other risks that were identified at the same time. It is suggested that it may be beneficial for the centre to consider how to address this misperception held by the male prisoner cohort.

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<p>18</p>	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>  <b>Prisoners will only be subject to use of force that is legitimate, used as a last resort, based on approved techniques for which staff receive regular training, and subject to rigorous governance</b></p> <p>To ensure correctional facilities maintain accountability of practices and that all instances of use of force are lawful, reasonable and justified by law. To ensure facilities provide adequate training in the use of force to make sure all use of force is in accordance with legislation, policy and procedures. To ensure all prisoners subject to a use of force receive immediate medical attention.</p>	<p>2</p>	<p>Inspectors reviewed: the staff training records; samples of use of force (UOF) incidents; inventory for control of UOF equipment, and interviewed management and spoke to prisoners. Prisoners during the PAC meeting stated that at times of UOF, some staff got rough unnecessarily, however, specific incidents were not identified and therefore unable to be examined for compliance.</p> <p>Inspectors reviewed the 'UOF Decision Making information lesson plan' for TCC and noted a comprehensive document that gave clear guidance to: staff and managers in regard to UOF; for incident response and post-incident recovery; debriefing; reporting; reviewing (ensuring the TCC Incident Report Checklist is followed); and a guide on the matters that must be traversed when writing officer reports. Overall, this information lesson plan is commendable.</p> <p>It was noted that UOF incidents are reviewed by the Accommodation Manager assigned to the area where the incident occurs. However the focus of these reviews appear to be administrative and for procedural compliance only, rather than an opportunity for reflective practice and development.</p>
<p>19</p>	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>  <b>Prisoners are only held in a segregation unit in accordance with relevant policies and procedures and are not denied equitable access to entitlements available to other prisoners. Their individual needs are recognised, given proper attention and monitored to ensure their safety</b></p> <p>To minimise risk of harm to the physical, mental and emotional wellbeing of prisoners held in segregation, through provision of facilities, services and care which is appropriate to the identified needs and risks of the prisoner and representative of the reason for placement in segregation.</p>	<p>3</p>	<p>While there was evidence of legislative, procedural and administrative compliance with Safety Order management and segregation, the local approaches and practices did not appear to result in individualised management and treatment that was targeted to the individuals' particular risks and needs and which focused on minimising the length of time prisoners spent in segregation.</p> <p>Of the Safety Orders and Individual Management Plans reviewed they appeared to be cut and paste versions and in some instances contained the wrong prisoner names and genders. The tone of these documents appears punitive in nature, regardless of the purpose of the order/plan. Prisoners on Safety Orders at TMCC appeared to have their access to property and purchases restricted, regardless of the reason for them being on</p>

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			<p>a Safety Order.</p> <p>It is noted that increased prisoner numbers across the state impact on the centres' capacity to transfer prisoners between facilities for safety and operational reasons. As a result prisoners can spend extended periods of time on Safety Orders, in segregation under unnecessarily punitive conditions.</p> <p>It is further noted that there are limited mental health services available to prisoners and therefore prisoners who display multiple, complex behaviours can spend extended periods of time on Safety Orders, in segregation under unnecessarily punitive conditions.</p>
20	<p><b>BULLYING AND VIOLENCE REDUCTION</b></p> <p><b>Active and fair systems to identify, prevent and respond to violence and intimidation are known to staff, prisoners and visitors, and inform all aspects of the regime</b></p> <p>To protect the safety and welfare of prisoners accommodated within a correctional facility through the implementing of strategies to prevent, identify and respond to violence, abuse and intimidation.</p>	2	<p>Information about anti-bullying and anti-violence was displayed in accommodation areas and contained in induction documentation and prisoner handbooks. The complex has a Violence Prevention Co-ordinator who was able to show a range of statistical and analytical data reflecting trends and patterns of violence throughout the complex, and is currently working on developing corresponding strategies.</p>
<b>RESPECT - Prisoners are treated with respect for their human dignity.</b>			
21	<p><b>EQUITY AND DIVERSITY</b></p> <p><b>The centre provides an environment and culture, which embraces cultural diversity, and promotes equality for all staff, prisoners and visitors within by supporting cultural development and implementing appropriate management strategies for vulnerable prisoners, including those with a disability</b></p> <p>To ensure the correctional facility is responsive to the risks and the needs of the centre prisoner population, to reduce risks to the prisoner's mental, physical and emotional wellbeing.</p>	2	<p>The centre has a high proportion of Aboriginal and Torres Strait Islander prisoners. The centre has a cultural development team with a Cultural Development Officer and three (3) Cultural Liaison Officers.</p> <p>Inspectors reviewed: the staff roster; cultural support strategies within the centre; the Calendar of Events for 2017 and the Community Engagement Planner for 2017; Cultural Awareness training; Funeral Attendance (LOA requests) for indigenous prisoners; the 'grieving sessions' and the material as provided by the centre in the evidence folder which demonstrated a strong response to ensuring an environment that embraces and celebrates Indigenous Australian culture. Further the centre facilitates a regular Elders visits program, predominantly from the Mackay Justice Group. It would be beneficial for the prisoners, given the demographics and geographical origins,</p>

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		<p>if Elders groups from other communities within the catchment area where also about to visit on a frequent basis.</p> <p>Across the complex, and with particular focus at TWCC, International Women's Day is widely acknowledged and celebrated and on a day to day basis there is an offender development staff member dedicated to addressing parenting issues for women with dependent children.</p> <p>TCC advised that prisoners with cognitive impairment and special needs are managed through Individual Management Plans. This is commendable and should continue. This practice and area of service delivery could be further improved by IMPs being more detailed and more personalised to the needs of the individual, including more partnerships with community organisations who can offer more specific disability advocacy and support services.</p> <p><b>TMCC FARM</b> - stated CLO's attend the farm on a needs basis. It is noted on the day of inspection that community elders attended and met with prisoners. The farm has an indigenous food and medicine plantation which is in its development with "natural bush tucker, and medicines". Whilst no prisoners were in this area the staff member who developed the area appeared passionate about it and stated some prisoners liked to work in the area. This area is also reportedly used for NAIDOC day and other cultural celebrations. The intent is that the garden area supplies produce which will be used to cook traditional foods for NAIDOC. NAIDOC is reported to be an event which the prisoners value with it being a more relaxed environment than that in the secure setting and prisoners tend to sing songs etc.</p>
22	<p><b>STAFF AND PRISONER RELATIONSHIPS</b></p> <p><b>Prisoners are treated respectfully by all staff, and are encouraged to take responsibility for their own actions and decisions</b></p> <p>To ensure a facility upholds through appropriate modelling and responses the standards of behaviour, interaction and communication which are conducive to maintaining the safety and rights of all staff, visitors and prisoners.</p>	<p>3</p> <p><b>TMCC:</b> Inspectors observed various units within the centre and spoke to a large number of prisoners and staff across all accommodation areas. In general there appeared to be a significant disengagement between staff and prisoners. While staff appeared to speak to prisoners in a satisfactory manner, interactions appeared transactional and only for the purpose of giving direction or receiving/giving basic information. This was less evident in the Harold Gregg Units where staff appeared more positive and proactive in their approach to prisoner management, however due to the architectural design</p>

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interactions are limited and tend to occur through the barrier of the officers' station window.

In the secure units it was observed that the grills on officers stations were at least  $\frac{3}{4}$  of the way down for the majority of the day. Staff were very reluctant to enter units and in some instances seemed quite fearful of having personal interactions with prisoners. In general staff displayed a lack of care and responsibility for their workplace and role, which was then reflected in poor role modelling to prisoners. For example, in the residential units inspectors observed that prisoners were due to go to a program but when called to the officer's station not all attended. Rather than attempting to find the prisoners and use motivational techniques to encourage them to meet their responsibilities, staff indicated that it "isn't our problem if they don't want to go".

**TMCC Farm:** Prisoners at the farm were spoken with and no concerns were identified. Prisoners stated awareness of the rules, expectations and requirements and examples were provided where staff members had made significant efforts to support an offender to achieve his requests and assist him to understand process. The example provided also demonstrated that the farm manager had made attempts to rectify processes which were identified to disadvantage the prisoner unjustly. An area of concern was that at the time of inspection farm prisoners were not all at work locations and there appeared to be a lax response to this with the farm manager stating that prisoners were "probably hiding in their huts". The farm manager identified that there is occasion where one officer in particular does the work himself rather than getting prisoners to do the work and that this has previously been raised with that officer. The farm manager stated that due to bed numbers they do occasionally have prisoners placed at the farm that previously would not have been approved and that at times this is a challenge however further stated that they rarely return prisoners to secure accommodation.

**TWCC:** Some positive interactions were observed between staff and prisoners

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during the inspection. For example, an officer directing a prisoner to remove items from a cell wall. The officer took the time to explain the reasons for this rule, listen to the prisoner's comments and provided feedback and alternatives. However, from overall observations there appeared to be limited interaction between staff and prisoners in most areas with grills pulled down in some officer's stations. Prisoners within secure accommodation areas stated that there were concerns with some prisoners appearing to be favoured over others and at times little to no visible consequence to poor behaviour (including a prisoner smashing items of property). Further prisoners in residential accommodation supported another prisoner who had stated to inspectors that staff members were treating her less favourably than others due to her history in corrections and not giving her a chance. The prisoner was visibly upset by this. Prisoners in the mother and babies unit advised that prisoners know who the "good" officers are and will approach them for assistance when required. Prisoners and staff across the centre consistently reported that staff openly talk about each other and supervisors and managers in a negative and derogatory way and in some instances staff even talk to prisoners about other staff members.

**FLO:** A high level of appropriate interaction was observed at TWCC Farm and minimal concerns were raised. A staff member identified that there are issues with relieving staff members at times as they do not have a "low custody" frame of mind which can result in difficulties for prisoners and other staff members. Staff at FLO stated that they do not tend to breach prisoners and as a result of behaviour concerns but rather prisoners are sent back to secure accommodation. Staff expressed that they felt that generally this is not the best or only option and the behaviour could be dealt with in another manner rather than return to secure. A staff member further stated that at times there appears to be little consequence with a prisoner returned to secure for fighting (and other behaviour problems) moved back to the low open facility within a short period of time.

It is noted that regression placement decisions are based on incidents and

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		<p>identified risks and credible intelligence. The Centre advised that these are discussed at Pathways meetings and alternative approaches to managing prisoner behaviour such as issuing and IEP warning notice, may be utilised prior to regressing someone.</p> <p>Reports of perceived inconsistency may be symptomatic of prisoners being treated on an individual basis and those specific individual circumstances not being made known to other prisoners. Given these potential misperceptions it would be beneficial for the centre to consider strategies for better informing prisoners and staff, about decision making processes so that they have a greater understanding of systems, processes and practices rather than making assumptions and having misperceptions. It is acknowledged that privacy legislation and principles cannot be breached and therefore staff and particularly prisoners cannot be advised of details and circumstances particular to individual situation's/cases.</p>
23	<p><b>LEGAL RIGHTS</b>  <b>Prisoners are supported and provided with assistance and appropriate information to freely exercise their legal rights</b>          To ensure access to legal services and information is not restricted for prisoners due to their incarceration.</p>	<p>3</p> <p>"Inspectors reviewed the: 'First Time Offender Court Process Information - Townsville Correctional Complex' information booklet; the free call support numbers poster (including legal assistance numbers with dates and times); legal library; and computers. A number of concerning deficiencies were identified. Inspectors observed that at TMCC a dedicated desktop computer (PC) was provided in the library for prisoners to use for legal matters, however, this desk was tiny and situated in a manner that would make it difficult to work at (barely enough room for the computer, monitor and keyboard, let alone space to write on documents and take down notes). Similarly at TWCC the dedicated legal resources computer was not readily accessible, not positioned for ease of access and has no chair. The Prisoner Legal Resources CD were dated 12 June 2015, yet most of the legislation available on the PC was out of date. For example:          • Bail Act 1980 was current as at 1/12/14 (inspected March 2017), however the Bail Act was amended and superseded 3 times in 2016 and again on 5 March 2017. Prisoners did not have access to the current Bail Act and the version on the PC was 4 prints out of date.</p>

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- Dangerous Prisoners (Sexual Offenders) Act 2003 was out of date;
  - Corrective Services Act 2006 was current to 5 September 2014 (inspected March 2017), however, this act was amended and superseded on 6 separate occasions in 2016 and the last relevant update (for this inspection) was 5 March 2017. Consequently, this superseded Act was 7 prints out of date.
  - Family Law Act 1975 was current only to 1 January 2008, however this Act has been amended and superseded 35 times with the current version being dated 17 November 2016. This Act was emended 4 x in 2008; 2 x 2009; 4 x in 2010; 2 x 2011; 8 x in 2012; 5 x in 2013; once in 2014; 3 x in 2015; and 6 x in 2016.
  - Acts Interpretation Act 1954 was current to 15 August 2014, however was amended in March 2016 (which is the current version);
  - Penalties and Sentences Act 1992 was current to 1 December 2014, however this act has been superseded 9 times since that time and the latest version was 9 March 2017.
  - Uniform Civil Procedure Rules 1999 was current to 9 December 2011, however this Act was amended and superseded 8 times and the correct version ought to have been 1 March 2017.
- Inspectors showed Education Staff how to access the Queensland Legislation website and showed them that the Bail Act was in fact amended and updated as of March 2017. There was no register in place for staff to check and update legislation via an appropriate audit or oversight process. When Inspectors raised the idea of register for consideration to ensure legislation is checked for currency on a regular basis and updated across the centres, Education staff were very receptive to this. It was clear that management did not audit or provide adequate oversight for this requirement. Furthermore, if a prisoner wishes to photocopy or print a document, the prisoner is required to complete a 'Form 51' that must be requested from an education officer. This information was given by way of a sign on the nearby noticeboard, pinned on the wall near the legal resource computer. Inspectors could not find a Form 51 and when they questioned staff about the form, they indicated they had no knowledge of a Form 51. Education staff were familiar

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with a Form 52 and they found a reference to a Form 51 on the Form 52. It was evident that staff were totally unfamiliar with the process that prisoners were expected to follow. However, Inspectors were informed that Prisoners would request a photocopy and staff would attend to that request immediately (without the use of any form).

Laptop computers with legal resources indicated (file creation) they were uploaded / created 28 July 2015, and by the time of this inspection in March 2017, much of the legislation contained on the laptop was clearly out of date (as per above). Again, there appeared to be no audit or oversight for the updating of legal resources on laptop PCs. Education staff found and showed Inspectors a CD from the Caxton Legal Centre dated 25/1/17, however, Inspectors could not find where this information had been uploaded onto the computers used by the prisoners. Legal textbooks, although purchased by the centre, could not at first be located, however, Inspectors note that only weeks prior to this inspection, education staff had been moved between the centres (from Women's to Men's and Men's staff was moved to Women's) and both officers were still finding their way around their changed workplaces. Overall, the legal library and resources for prisoners were largely unsatisfactory.

**TMCC FARM:** Inspectors observed information posters on notice boards outlining how prisoners could access legal assistance and examples of occasions where the Farm Manager has provided assistance to prisoners who needed to access legal representation and legal resources.

**FLO:** Legal resources were available on a computer however they were not up to date. One prisoner advised of concerns with her possible deportation and stated a lack of understanding of how to seek help to appeal this. This prisoner also stated that she was not provided sufficient access to psychological or counselling support in relation to this matter.

Centre Management advised that at the time of the inspection there was no

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			<p>register in place however a system of auditing legal resources has been in place at TCC for some time, including a local instruction governing the use of prisoner resource computers at TWCC in place since 2016 that includes the requirement that legal resources are available on all prisoner computers. At the time of the inspection when concerns were raised, the centre promptly responded by amending the audit document.</p> <p>The processes in place at the time of the inspection were ineffective in ensuring the standard was met.</p>
24	<p><b>REQUESTS AND COMPLAINTS SYSTEM</b>  <b>Effective request and complaint procedures are in place, with prisoners provided with easily understood information that is easy to access and easy to use. The process is fair, confidential and equitable and timely responses are provided</b></p> <p>To ensure all prisoners within a correctional facility are fully aware of and understand the avenues for grievance or appeal and have the ability to utilise these processes and services without fear of reprisal.</p>	1	<p>Generally, no issues were identified for this standard. It appeared that the centre maintained robust process and procedures around the 'blue letter' and complaints system.</p> <p>Locked blue letter collection boxes were evident in accommodation areas and prisoners could order blue letter envelopes, at no cost, through the buy-up process. This is commended as an efficient and effective way of providing unlimited, confidential access to the complaints process.</p> <p>Inspectors were shown through the process undertaken including; the collection of blue letters; the initial assessment to identify at risk prisoners and safety concerns. The letters are collated and processed to differentiate between complaints and requests, with the latter being allocated for attention and the former to the GM. The letters are collated on a spreadsheet for ease of auditing and compliance and trend analysis. Inspectors were informed that TCC's complaint processes were recently audited by the Queensland Ombudsman who claimed it was the best process in the state. Inspectors did not identify any issues of concern during this inspection for this standard.</p>
Standard	Purpose	Rating	Evidence
25	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b>  <b>Prisoners are provided with information about available services and are entitled to make their own decisions about their health care options. The health services provider ensures that they deliver health care assessments and services tailored to the needs of the prison population and individual needs and the services promote continuity of health and social care, commensurate with community standards</b></p>	4	<p>The medical team at TCC consists of:</p> <ul style="list-style-type: none"> <li>• Nurse Unit Manager</li> <li>• Clinical Nurse</li> <li>• Permanent Level six nurses (one position vacant)</li> <li>• Permanent and casual Level five nurses ( one position vacant)</li> </ul> <p>Inspectors confirmed that the Townsville Hospital and Health Service have</p>

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To ensure prisoners are aware of and understand how to access medical treatment and that they receive treatment to a quality and timeliness which would be available to them in the community. Appropriate communication and consultation with the prisoner is maintained in relation to their results and ongoing health care options. Medical treatment is provided in a manner which maintains the dignity, confidentiality and self-determination of the prisoner with adequate through-care on discharge from custody from custody.

recommended that a Nurse is not provided on night shift. There previously was staff dedicated to night shifts. At the time of Inspection no night shift nurse was provided at TWCC but one was still provided at TMCC. It was explained that the new arrangement is that Queensland Ambulance Service provide the first response which the Nurse Unit Manager stated was a more appropriate method of providing emergency medical cover. This will improve clinical contact during the day and reduce waitlists and improve health care treatment and education regarding medical issues to prisoners and be safer for staff who would have been on a solo 12 hour night shift.

During reception into TMCC and TWCC prisoners were observed to undergo a medical assessment with a Registered Nurse and were informed about available health services by medical staff at reception and subsequently at induction. Prisoners were also provided with handbooks which contained details of available health services. In both an easy to read and standard handbook.

At the time of the inspection the inspectors were informed that the male facility had a visiting medical officer each Monday and Thursday for a half day (3.5hr) session on each day. At the time of the inspection the inspectors were informed that The health service had also added an extra 3.5hrs on a Friday at Townsville Male Correctional Centre when the VMO was available. This provided a total of 22 hrs of VMO coverage for the male centre per fortnight pre-April, 2017. From April, 2017 VMO coverage would increase at the male centre to 55 hrs per fortnight. At the time of the inspection the inspectors were informed that a VMO visited Townsville Female Centre one day a fortnight (Wednesday – 8hrs day) and a Nurse Practitioner Women's Health visited one day a fortnight on the opposite week. i.e. one day a week providing 8 hrs of VMO coverage to the centre per fortnight pre-April. From April, 2017 VMO coverage would increase to 15 hrs per fortnight.

At the time of the inspection the inspectors were informed that the previous VMO cover provided was not proportionate to meet the demand of the

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population at the two centres which was 664 at the male centre and 189 prisoners at the female centre. The plans outlined if successfully implemented should address the shortfall in service provision but will need to be sustained to improve the health services offered. At the time of the inspection the inspectors were informed that a nurse practitioner was available and could be seen in the place of the Dr as there was a waiting list to see the Dr under the service provision that existed at the time of 2 – 3 months although a triage process took place for the cases that needed to be seen earlier.

Qhealth have further advised that since April 2017, following the inspection, a contracted Locum VMO is in place for four days a week in addition to the existing 14 hours of VMO service for men's and 16 hours for women's, allowing for a total of 39 VMO hours at TMCC and marinating the 16 hours at TWCC. Further that have advised that there is a Nurse Practitioner at TWCC for Women's Health once a fortnight and Midwifery services once a fortnight.

A Midwife also provides additional support for pregnant female prisoners once a fortnight for eight hours. From April 2017 the hours of coverage will increase to 15 hours a fortnight. While healthcare service provision was provided to female prisoners and those that were pregnant it was not available to any children accommodated in custody with their mother. These children needed to be taken out to the community for all medical and health related assessment and treatment. It was therefore a condition of a prisoner having a child in custody that they had an external support person that could go with the child to community appointments. If medical emergencies occur children are taken to external facilities for treatment.

The complex has seen an increase in dental services. At TMCC a dentist visits three times per week whereas previously it was once a week. At TWCC the dentist visits once a week where previously it was six weekly. There had been a period for 8 months when a custodial staff member could not be provided for security purposes during the dental clinic and therefore the two days of dental

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service were reallocated to the community. A custodial officer has now been re-allocated. There were 346 males waiting to see the dentist and 100 females, however the NUM indicated that this was comparable to the waiting times in the community. The nurse unit manager also explained that they had used a private provider to reduce the male dental waiting list down from 350 to 100. One suggestion that the nurse unit manager made was that the dental community mobile clinic could be used to service the Correctional Centre to reduce the waiting list during school holidays.

Optical services were available to prisoners at TCC. Basic vision/eye testing that is covered by Medicare in the community was available to all prisoners however, consistent with practice across all QCS Correctional Centres, the provision of reading glasses is restricted to sentenced prisoners or those remanded for 6 months or more. Remand prisoners were provided with the option to purchase magnified glasses, as endorsed by the optometrist, for \$5. There have been instances where the NUM has ensured a remand prisoner has been provided with reading glasses if they are not able to carry out basic daily activities without visual aid.

The nurse unit manager informed the Inspector that a podiatry service with priority to diabetics was due to commence in April, 2017.

Inspectors were informed that issues had occurred three (3) weeks prior to the Inspection in a room used at the low custody male facility building for medical treatment which was not clean and was contaminated with possum urine. In addition the area did not contain a phone and did not have an electricity socket and the air-conditioning did not work. This had subsequently been dealt with and had been cleaned, with the air-conditioning replaced. In the Male centre the secure units were very dirty with the saliva on the windows and this had made medication dispensing difficult with on occasion medical staff withdrawn until the cleanliness of units was improved. The Female centre was much cleaner and suitable for medical staff to enter. The NUM stated that in the male centre this had led to some prisoners developing staphylococcus infections

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and they had to deal with a number of prisoners who had developed boils.

The nurse attends a clinic once a month at the Female Low custody facility. Inspectors were informed by sentence management that nurses at Townsville Correctional Centre had not approved a prisoner for low custody at Townsville Correctional Centre however the prisoner was then moved to Lotus Glen Correctional Centre and approved and progressed immediately to the farm at that location. The manager stated that he had raised this with the NUM who informed him that the two centres had different funding and staffing with Townsville Correctional Centre not being able to manage the prisoner at the farm whilst Lotus Glen Correctional Centre were able to do so. The TCC NUM indicated that they did not agree with this however no alternative explanation was provided. This was a concern with regards to prisoners being able to be accommodated at the lowest classification possible with appropriate reintegration and rehabilitation. It was therefore unclear what determines the health service decision about medical fitness in regard to if it was decision linked to clinical needs or resource constraints. A further example was a prisoner not being approved for low custody placement due to a chronic medical they had suffered from for 25 years during which they had been employed in the community as a plumber on being assessed for low custody they had been assessed as medical unfit to be transferred to low custody. The NUM stated that health services make assessments for prisoners to be moved for low custody. The assessment is carried out purely on how much care they require and where they need to be located for treatment. If they need to be moved back it is for placement for treatment.

As a matter of concern, Inspectors were advised that the Visiting Medical Officer had removed pain management medication access to many prisoners, without having a consultation with them to discuss the decision and offered advice, through the nursing staff, that prisoners should just take up alternative treatments such as yoga or chilli powder rubbed on to the area where there is pain.

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In the PAC meetings and in conversations with prisoners across the complex concerns were consistently raised about the quality and quantity of access to medical treatment in a timely manner whilst in custody at TCC. However, this might be an issue of regional health care provision which is also experienced in the community rather than being isolated to TCC.

Of particular concern is a case where one offender had to have part of his toe amputated due to length of time it took for appropriate medical treatment to be provided to him. The prisoner had been allegedly bitten by an insect whilst in custody and the bite became infected but his efforts to seek medical treatment were delayed by nursing staff who did not prioritise his request. Disconcertingly, Inspectors were further advised that this prisoner was required to sleep on a mattress on the floor. Additionally his walking aides were removed and only returned to him once he made a formal complaint. The prisoner was identified and spoken with and produced documentation which indicated that he had raised concerns with medical staff regarding an infected toe which he believed was from an insect bite. It is of concern that significant delays occurred in providing treatment for the infection despite the prisoner asking for medical treatment on a number of occasions it is noted that the Chief Operating Officer of Townsville Hospital and Health Service has apologised for the delay that had occurred and provided a written apology to the prisoner. The Office of the Health Ombudsman are currently dealing with the issues raised by the prisoner in his complaint. The prisoner's dignity and respect were further affected by the way in which he was treated by QCS who should have been made aware of his medical issues by Qhealth so that a joined up approach could have been taken.

Other matters raised were the lack of involvement by Queensland Health staff in the Risk Assessment Team meetings for at risk prisoners and in the general information sharing and management of prisoners with mental health issues. It is acknowledged that there is no procedural or contractual requirement for

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		<p>QHealth staff to be part of the At Risk Management process and that QHealth, PMHS and QCS staff attend a meeting about prisoners with mental health needs. However based on the evidence, it was clear that although informal information sharing existed there was a high risk that critical information may not be shared which would assist in risk assessment planning and management of the one of the most vulnerable cohorts of prisoners across the complex.</p> <p>From the General Manager's perspective the NUM at TCC is making progress to effect positive change in terms of service delivery with the Townsville Hospital and Health Service. The GM also stated that a more direct control payment for specific services which would enable QCS to have some greater negotiation capacity and ability to influence service delivery.</p>
26	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b>  <b>Prisoners with substance-related needs, including alcohol, are identified at reception through screening and assessment and are provided the opportunity to receive effective treatment and support throughout their stay in custody and post-release</b></p> <p>To ensure education, services, interventions and treatments are available to prisoners who present with substance abuse issues or offending linked to substance abuse. To reduce risk of harm due to detox when received into a correctional facility. To encourage, support and provide opportunity for prisoner rehabilitation during the period of incarceration and to ensure ongoing treatment care needs on discharge from custody to the community.</p>	<p>The NUM informed Inspectors that the Townsville Hospital Health Service "Prescription for patients of Townsville Offender Health Service (TOHS)" which was published in September, 2016, was used to manage prisoners with substance-related needs including alcohol.</p> <p>On reception into the complex all prisoners were medically assessed and this included prisoners received who had been transferred from other QCS centres. They were assessed using relevant assessments and referred to the VMO where required.</p> <p>3 The opiate treatment program had ceased at the centre in December 2016 for the general prisoner population due to issues with drug diversion. The exception to this was pregnant prisoners who if they were already on an opiate treatment program would continue. A specialist consultant from ATODS and a consultant psychiatrist had withdrawn their services for the program because of limited support programs that were being provided to supplement the program. The Nurse Unit Manager stated that the program required other programs to address the addictive behaviours. The health service made a decision to look at a new service delivery model which would take a further 18 months to develop. Unfortunately this has led to inconsistency across the State with an issue occurring with a female prisoner who was transferred from</p>

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		<p>Brisbane Women's Correctional Centre to Townsville Women's Correctional Centre and was unable to continue her opiate treatment program and had to be returned to Brisbane.</p> <p>Further pharmacological treatments had been impacted with the VMO ceasing prisoners' prescriptions for pain medications, without having a consultation with them, and recommending that they find alternative therapies and strategies which were not readily available or adequately explained to prisoners. It is acknowledged that the VMO has the professional responsibility for medication prescription and it is not within the scope of the OCI to comment on the type of medical treatment a qualified medical practitioner provides.</p> <p>However, the process of changing a prisoner's medication without a personal consultation and offering alternative treatment that is not available or adequately explained is not commensurate with expected or community health care standards.</p> <p>It was also noted that as a result of ongoing drug diversion difficulties with the medications Tramadol and Lyrica, prescriptions for these medications had significantly reduced and an alternative to Lyrica was being used within the complex.</p>
27	<p><b>FOOD</b></p> <p><b>Prisoners are offered varied and nutritious meals to meet their individual approved dietary requirements and cultural beliefs. Prisoners are educated about healthy eating, menus are developed in consultation with a qualified dietician and complaints about food are investigated in a timely manner.</b></p> <p>To ensure prisoners are provided with high quality, healthy and nutritious meals, which are appropriate to the individual cultural or medical requirements of prisoners and which provide for the basic human rights of prisoners to access food and clean drinking water.</p>	<p style="text-align: center;">2</p> <p>Inspectors undertook observations of meal times in various units, reviewed the centre menus, inspected the kitchens and special diet processes and interviewed staff and prisoners. Inspectors observed well-run kitchens with dedicated staff and motivated prisoners. Generally, the meals appeared to be of basic quantity and quality (for example a dinner which consisted of pasta in a heat-sealed pack). Inspectors noted that the breakfast packs were provided by an external provider (sunrise breakfast packs) that contained the cereal (such as 2 x weetbix etc) and then also butter packs, jam and salt and pepper all bagged together. Inspectors observed that in some of the packs, the butter had melted and escaped its packaging consequently coating the salt, pepper, jam and other items. Until it was pointed to out to unit officers, Inspectors were informed that officers have never taken a close look at the packs and would change them for the prisoner in the event they were contaminated. Inspectors were generally unimpressed with the quality of the breakfast packs and with</p>

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the unit officer's oversight to ensure the quality of the product to enable the centre to take issues and concerns to the external provider.

Furthermore, Inspectors became aware that a pregnant prisoner's diet was the same as other female (and male prisoner's) meals, including serving the pregnant prisoner a cold salad with cold processed pre-cut deli-meats (ham). Inspectors were immediately aware that these types of foods were not recommended for pregnant women as the foods are regarded as 'risky foods' (risk of listeria toxoplasma). When Inspectors questioned the appropriateness of the food with the food services manager and kitchen staff, all were unaware that cold salads and cold pre-cut processed meats were risky food for pregnant women (even those officers that had children of their own).

Inspectors were informed that Prison Health Services (West Moreton Hospital and Health Services) had sent out a directive (from Sarah Gray (nee Drane)) via e-mail. Inspectors saw that this e-mail was dated 4/11/15 which advised, inter alia, that "Pregnant women have slightly increased energy needs, but breastfeeding women have significantly increased energy needs, from memory, the QCS standards state that this energy deficit should be filled with extra vegetables and wholegrain foods. The Australia guide to healthy eating (nationwide document) states pregnant/breastfeeding women should have 2 ½ more serves of vegetables and 2-4 extra serves of grains & cereals (eg bread, pasta, rice, breakfast cereal)". Despite this advice, TWCC gave pregnant prisoners the same meals as other prisoners. Inspectors inquired how the pregnant women's increased energy needs were being met when served the same size meal as any other prisoner and when at times the meal is predominately 'lettuce' as was the case with the lunch that was observed to have been given. It became apparent that pregnant women were not having their dietary requirements individually assessed (taking into account their increased energy needs and to avoid risky foods) and were served the same meals as every other prisoner, irrespective of whether the meal included 'risky foods' (for example: processed deli meats). This was a clear contradiction to the advice from Sarah Drane and against the advice of Queensland Health Guidelines.

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		<p>Inspectors were shown the 'QCS Food Nutrition' dated 2010, that had been sent to the centre in 2015 that contained a hyperlink to the 'food standards' when addressing pregnant women and risky food, however, the document was so old that the link was no longer relevant (404 error). Although QCS menus for centres were undertaken in consultation with a dietician, no specific advice was sought concerning the needs for pregnant prisoners.</p> <p>Inspectors showed the Food Services Manager to the Qld Government Health Website and showed him the recommendations concerning risky food for pregnant women. To the Food Services Manager's credit, he agreed with Inspectors, immediately raised it with centre management and the pregnant prisoner's meals were altered immediately.</p> <p>However, it is a concern that the centre was unaware of pregnant women's dietary needs and demonstrates a level of complacency and an alarming lack of responsiveness to individual dietary requirements.</p> <p>Inspectors were advised that prisoner fridges were regularly inspected for cleanliness and hygiene and when found to be substandard, the fridge will be cleaned and when not working properly a maintenance request would be submitted. However, Inspectors observed that at the Men's centre the fridges were found to be mostly unclean and it appeared that unit officers did not concern themselves with the cleanliness or hygiene of the unit fridges.</p>
28	<p><b>FOOD</b>  <b>Food is prepared by prisoners and staff who have received information and training to comply with health and safety standards and hygiene regulations</b>          To ensure that food preparation complies with health and safety standards and hygiene regulations to avoid the contamination of food and/or related illnesses.</p>	<p>Inspectors undertook observations of meal times in various units and reviewed the centre menus. Specialist diets are in place for prisoners with dietary issues. Inspectors observed well-run kitchens with dedicated staff, and trade instructors. Food services employs 18-21 male prisoners, and 12 female prisoners.</p> <p>1 Staff employed in the Food Services area were appropriately qualified and trained. Prisoners employed in Food Services were appropriately trained and supervised.</p> <p>Inspectors generally observed the food to be of satisfactory quantity and quality and prepared in a manner compliant with health, and hygiene regulations. Over all the Inspectors were impressed with the centre's kitchen</p>

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			processes, the trade staff and the care and selection of prisoners employed in those kitchens.
29	<p><b>PRISONER PURCHASES</b>  <b>Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs; consulted on the goods available and can receive appropriate external financial support.</b></p> <p>To provide prisoners with access to a range of purchasable goods at reasonable prices to meet their individual needs. To ensure systems are implemented to monitor and respond to prisoners standing over others for purchased items and maintain streamline processes for family members to deposit funds into the prisoners trust account.</p>	2	<p>Prisoners are provided with a range of items that they can purchase with their own funds as buy-ups and Sales to Prisoners. Prisoners are also provided regular information in relation to available funds in their trust account and family and friends are able to deposit money for prisoners to spend. There are limits set and this is monitored by Intel to ensure safety and security.</p> <p>It was noted that female prisoners who have their children accommodated with them have access to a specialised range of products to ensure their parenting needs, and the needs of their babies/children are met.</p> <p>The buy-up ordering and delivery was observed and was noted to be a well-structured routine and process.</p> <p>It was noted that there were items removed from buy-ups following an incident at TMCC with subsequent advice to prisoners that alternatives would be sourced and the restrictions on the items reviewed. Reportedly alternatives have not bene provided nor has such a review taken place.</p> <p>It is further noted that at TMCC there is a lack of a robust incentives and privileges process that is fairly and logically linked to prisoner buy-ups and purchases, rather what male prisoners can access and purchase appears to be largely linked to where they are accommodated.</p> <p>Across the complex there are examples of where prisoners placed on Safety Orders, regardless of the reason why, are automatically restricted in what they can purchase and what property they can have access to. This approach is punitive and discriminatory. Prisoners should have access to property and purchases commensurate with their individual circumstances and their particular assessed risks and needs.</p>
30	<p><b>RELIGIOUS ACTIVITY</b>  <b>Correctional centres have a tolerant approach to religious and spiritual diversity and all prisoners are able to practise their religion in safety, attend religious services and access chaplains or specialist visitors on a regular basis</b></p>	3	<p>The centre has a well-established chaplaincy service delivered through the State Chaplaincy Board. A wide range of Christian based denominations are represented and many of the Chaplains have been attending the centre for a significant period of time. There are weekly religious services conducted as well as daily pastoral care visits. There are special services conducted for</p>

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	<p>To ensure prisoners have access to religious and cultural items, facilities and representatives during their period of incarceration.</p>	<p>Christian-based celebrations such as Easter and Christmas, as well as funeral/remembrance services for prisoners who experience loss. Grieving sessions are facilitated for Aboriginal and Torres Strait Islander prisoners experiencing loss.</p> <p>Of concern were the centre's practices in relation to prisoners who identify as having non-Christian based religious beliefs. For example, if a prisoner identifies as being of Islamic faith, they must "prove" their religion by having a local Imam, or other approved Religious visitor, "verify" their religion. When this was highlighted to centre managers as discriminatory practices they indicated that given the risks involved and the religious requests such as access to a Halal diet, Prayer Mat and Quran, it was important that the prisoner's religion was verified in order to prevent unnecessary requests from prisoners who the centre felt were not "genuine" in their faith.</p> <p>Following the inspection the centre has indicated that this is in line with their local instruction approved and published by SWO in 2016 and only applies to prisoners who convert during their current term of imprisonment. This still presents a risk of being discriminatory towards a prisoner of a non-Christian faith.</p>
<h3><b>PURPOSEFUL ACTIVITY - PRISONERS ARE ABLE AND EXPECTED TO ENGAGE IN ACTIVITY THAT IS LIKELY TO BENEFIT THEM</b></h3>		
31	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b>  <b>Classification and transfer procedures are based on assessment of a prisoner's risks and needs; are culturally appropriate; and clearly explained, fairly applied and routinely reviewed.</b></p> <p>To ensure prisoners are aware of and understand sentencing, early release and security classification processes. Prisoners have the opportunity to appeal a decision and decisions are made in a fair and transparent manner based on the level of risk to the security and good order of the facility. Prisoner's classifications are reviewed annually with varying progression pathways being available based on reintegration into the community, where adverse risks are identified.</p>	<p>2</p> <p>Discussion with SMS manager and staff and evidence manual provided to inspectors demonstrate that classifications are based on the individual assessed risks and needs of prisoners. Basic processes are in place to ensure the prisoner is involved in planning and understands the classification, program requirements and review periods. It is noted that in the interview which was observed by inspectors the prisoner appeared to have little interest in the purpose or outcome of the meeting. He appeared either to have little understanding of the actual implications of the meeting despite the purpose and requirements being clearly explained. It was identified that some of the terminology and process may be difficult for prisoners to comprehend and as such consideration to how prisoners may be better informed of the processes</p>

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			<p>and their relevance to them may result in more meaningful prisoner involvement which would lead to more detailed assessment and planning and more effective outcomes. This is particularly relevant given the high proportion of Aboriginal and Torres Strait Islander prisoners at TCC. Inspectors attended parole panels during the week of inspection. This panel was highly individualised, provided the prisoner opportunity to put some context around their behaviour and their understanding of what parole would mean for them, clearly outlined parole requirements and presented relevant supporting information. It is noted the panel was comprised of a multidisciplinary team with a psychologist, CLO, SMS officer, and Probation and Parole officer. There was a high degree of consideration given to the individual circumstances, offences and behaviour of the prisoners as well as the re-entry and rehabilitative needs of the offenders including consideration about the best opportunity for success in the community and benefit of supervision over remaining period of the individual's sentence. The involvement of both custodial and probation and parole staff was commended and was considered vital to the ongoing effectiveness of this critical offender management process.</p>
32	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b>  <b>All prisoners receive an individual risk and needs assessment which includes input from the prisoner where practicable. The prisoner's case management includes provision to participate in offending related programs if they meet the eligibility criteria and have sufficient time remaining in custody to complete the program. Plans should be developed in a language they can understand and be regularly reviewed.</b></p> <p>To appropriately assess, identify and plan, in conjunction with the prisoner, the intervention programs, employment and activities which a prisoner is required to undertake to address the identified criminogenic needs and reduce their risks of recidivism on release from custody.</p>	2	<p>SMS functions are carried out in accordance with legislative and procedural requirements.</p> <p>Due to the prisoner profile, sentencing patterns (resulting in lengthy times on remand and less time in custody as a sentenced prisoner) and the high churn rate, there is a lower proportion of prisoners within the whole prisoner cohort who are eligible for formal rehabilitation needs assessments, plans and programs/intervention.</p> <p>While prisoners are included in assessment and planning processes there are no additional practices in place to account for prisoner demographics specific to TCC, for example no different for male or female prisoners; no difference for prisoners from rural and remote indigenous communities.</p>
33	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b></p>	2	<p>QCS program delivery is managed on a centralised waitlist and oversight is</p>

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<p><b>Prisoners have access to appropriate and quality interventions and services that address needs related to their offending.</b></p> <p>To ensure that prisoners have the support required to improve their motivation to change their offending related behaviour, attitudes and thinking. To ensure a facility provides prisoners access to quality intervention programs and services which are targeted at the centre's prisoner population.</p>	<p>maintained by ORMS. While the centre generally meets program targets there are still examples of prisoners experiencing delays in waitlisting and not having the opportunity to participate in recommended programs prior to their parole eligibility dates. Staff turnover and subsequent vacancies within the program delivery team has impacted on service provision and reduced the depth of experience and expertise in the area.</p> <p>A range of interventions and services both within custody and in the community were available. Discussion with the SMS Manager identified some gaps in service provision in the northern region and additional considerations such as the impact of transfer from community for some offenders which results in the programs not being completed. SMS also identified that on occasions the Board orders prisoners to complete certain programs prior to consideration for parole however the programs are not necessarily available or the prisoner has to wait an extended time for placement given waitlist demands. Given the high indigenous population at TCC, transfer to another centre for programs is not always an option and may cause increased anxiety and isolation from family community. SMS stated a need to provide alternative programs or for the board to change the recommendations to be less specific in targeting an actual program rather outline the area the program is to target (criminogenic risk) so that assessments, plans and reviews can be more effectively targeted to meet the actual individual needs of prisoners with what is available.</p> <p>The centre is commended for the introduction of its local Leadership Program. The centre have partnered with a local community organisation to fund and facilitate this program across the complex. Initially it was targeted at Indigenous prisoners only, however over the years as the success of the program has continued, it has expanded and is now available to any prisoner. Discussions with staff, service providers and prisoners reflect a meaningful intervention that has given the participants a transformational experience in developing life skills, personal development and effecting real, positive behavioural changes.</p> <p>Centre Management further advised that TMCC delivers high intensity</p>
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		<p>addiction/substance abuse programs in the form of Pathways. Due to low waitlist numbers (less than six), TWCC is not in a position to deliver this program. The Indigenous Leadership Program is a holistic program that addresses needs that are the underlying cause of domestic violence (perpetration and victimisation) and addiction. The program is based on an empowerment and self-reflective model which includes elements of cultural healing. It should also be noted that this is a culturally inclusive program and is open to all prisoners (irrespective of their ethnicity).</p> <p>Despite the suite of substance abuse; sexual offending and cultural programs the centre provides there remains a gap in service delivery that targets high level addiction and substance abuse and domestic violence; both of which are prominent as risks and needs in the TCC prisoner cohort.</p>
34	<p><b>LEARNING, SKILLS DEVELOPMENT AND PURPOSEFUL ACTIVITY</b>  <b>Prisoners are assessed for learning and skills needs; provided with information about educational and practical training opportunities available; encouraged and enabled to learn both during and after sentence; and have access to good library facilities and learning resources.</b></p> <p>To ensure that education, recreation and programs that are available to prisoners in custody are aimed at enhancing their skills and providing them with increased opportunities on release. To ensure that prisoners have access to information on the available resources and are provided with access to facilities and learning resources necessary to engage in the program or activity.</p>	<p>2</p> <p>There are three (3) Education Officers and one vocational trainer across the complex.</p> <p>Each centre has a vocational training plan that attempts to balance industry gaps with prisoner needs and preferences, while considering operational requirements of training within a correctional environment. Education staff reflected that their aim to provide meaningful programs which are specifically designed to assist skilling prisoners for future employment opportunities, such as apprenticeships in the community. It was identified that some of the primary barriers to achieving this is the very limited budget the centre is allocated; the additional restrictions posed by being a regional centre and having difficulty locating suitable trainers or not having security staff available within the allocated budget; as well as challenges related to making program choices that are meaningful for the Indigenous communities where a large proportion of prisoners at TCC come from.</p> <p>Positively education and vocational programs are provided to all prisoners, including those on remand, however detailed educational needs assessments are only conducted once a prisoner is sentenced.</p> <p>When inspectors attended the pathways meeting at TWCC it was evident that prisoners are actively encouraged to undertake education programs or employment in order to progress, however the difficulty is the limited places</p>

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available (for male and female prisoners) which is further exacerbated by growing prisoner numbers and the high churn rate.

It was evident from the types of programs offered and the method of delivery that there is a focus on adult learning principles and blended learning which was seen to increase effectiveness of the education/training, given the demographics of the prisoner cohort.

Education staff stated that they are currently working on a project with some remote communities in order to better target training to enable prisoners to "start their own business" on return to their community.

An additional positive factor was that CREST was engaged in programs to assist prisoners to address foundation skills (such as resume and job preparation) and basic life skills. However it was reported that this service did not extend to prisoners accommodated at the low security facilities in the complex.

The library at TMCC is located in the McCann residential unit. There is a library trolley that is used in Secure and Protection although it was noted that efforts were being made to expand the resources available within the Harold Gregg Units for Protection prisoners. The library resources appeared to be of a basic standard. Prisoners at FLO and the male farm have their own library spaces however the resources available are largely old and not regularly updated and stock-changed.

On attendance at the TWCC Library inspectors observed multiple books on crime which may be deemed unsuitable for the environment and reading audience. Further, prisoners expressed that there were limited resources on self-development. Prisoners and staff indicated that in the lead up to the inspection work had been undertaken in the library to upgrade it, however in general access to the area was consistently restricted, primarily as a result of staff shortages. Prisoners in secure had allegedly not access the library for several weeks.

It was noted that prisoners have been advised by the doctor and health staff to undertake meditation to alleviate pain (instead of prescription medication) however there were limited to no resources available to skill prisoners in how

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35	<p><b>PHYSICAL ACTIVITIES, ARTS, CRAFTS AND HOBBIES</b></p> <p><b>There is a program of physical activities, arts and crafts and hobbies in place and prisoners are encouraged and enabled to safely take part in those activities through a fair and equitable process.</b></p> <p>To maintain the safety and security within the correctional facility with prisoners provided routine scheduled and meaningful activities including access to gyms, art and craft and hobbies.</p>	4	<p>to meditate.</p> <p>It was noted that the Activities staff have been divided into separate rosters between TMCC and TWCC. It was reported that this was as a result of staff preference for working in a particular location rather than a particular strategy for the most effective and efficient allocation and use of resources to provide physical activities, arts, crafts and recreation to prisoners across the complex. The provision of in-unit activities across accommodation areas throughout the complex fluctuated. In men's secure there were some units that had a selection of boards games, albeit some of them were old, broken and missing pieces, some sporting equipment and in one unit a prisoner had been granted permission to have paints and a canvas in his cell to complete some Aboriginal art he was working on. In most of the male accommodation areas prisoners were observed playing cards. In female secure units there was a basketball in two of the units and some colouring in pages but no pens or crayons or pencils, but inspectors did not see other in-unit activities or resources.</p> <p>An Activity Schedule is in place for both TMCC and TWCC outlining oval time, gym sessions, painting, leatherwork, guitars and other recreational activities and hobbies. At FLO there were sewing machines and craft items. At the men's farm there was limited activities, however staff and prisoners indicated that most days prisoners played touch football which was their preference. The men's residential area had exercise equipment installed within the McCann grounds. Female residential had a volleyball net that could be put up if requested.</p> <p>Whilst an Activity schedule was available for both TMCC and TWCC, prisoners and staff stated that prisoners had limited access to activities external to accommodation units citing a number of reasons for this including activities officers being constantly redeployed, unit officers advising the unit that if a prisoner/s were "playing up" the whole unit wouldn't go to sport. Prisoners at both TMCC and TWCC indicated that they would at times go several weeks without access to sport or activities outside of the unit. Staff verified this stating that due to operational requirements and staffing shortages this was often the case for male and female prisoners in secure accommodation in</p>
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		<p>particular.</p> <p>It was identified that all prisoners at the FLO had equal access to arts, crafts, hobbies and activities. There were no issues or concerns raised or identified. All prisoners can access programs, although there are budgetary restraints at times for funding Correctional Officers to supervise the some programs.</p> <p>Staff and prisoners at the male farm indicated that they were basically responsible for their own recreation and physical activities with Activities Officers rarely visiting or offering service delivery or resources to this location.</p> <p>In accommodation units across the complex there was a basic sporting equipment available. Centre Management advised that other than basic sporting items (e.g basketballs), there are no in unit activity options due to the high occurrence of damage and the complex not having the budget to continuously replace these. There is however a comprehensive in cell hobbies menu that is incentive based. It would be beneficial for the centre to consider and implement strategies that achieve better outcomes in prisoners accepting responsibility for personal and centre property.</p> <p>Centre Management advised that the strategy for separating the roster was to have greater control and accountability over stock, improved ownership of the work area, improved procedural compliance, more transparent and better monitored line report and enhanced performance accountability. The centre felt that these objectives have all been realised since the roster was changed. However prisoners' regular access to a wide variety of activities, sports and recreation remains limited.</p>
36	<p><b>OUT OF CELL ACTIVITY</b></p> <p><b>Prisoners have regular and equitable access to a range of out of cell activities that are not cancelled unnecessarily.</b></p> <p>To ensure prisoners maintain adequate access to activities and out of cell hours each day in order to reduce the risk of significant incidents and disturbances within the correctional facility.</p>	<p>The current operation of the centre results in difficulties at times for prisoners achieving 10 hours out of cell time.</p> <p>4 Inspectors observed an early lock-down in TMCC because a CERT Team Leader's rostered shift finished prior to the end of the structured day and they had finished and left the centre. Because the centre's response capabilities had been reduced (with inadequate redundancy /contingencies available), a</p>

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lock-down resulted and as such prisoners did not get their allocated out of cell time.

Prisoners advised Inspectors that during public holidays such as Christmas, New Years, and Australia Day, lockdowns are more common due to 'operational requirements'.

Prisoners and staff across the complex reported that in the previous few months lockdowns due to inadequate staffing were occurring more frequently.

All the PAC meetings attended by Inspectors had common themes, that included complaints of inadequate out of cell time (because the centre gets locked down all the time due to staffing issues) and a lack of activities or that activities are cancelled without the prisoners being given an adequate explanation why it was cancelled.

By way of a further example, Inspectors were informed by a unit officer (at Women's Secure) that 'activities had been cancelled for the day'. When Inspectors asked the Unit Officer why, the officer stated that they didn't know why, only that it had been cancelled. Clearly if the unit officers do not know the reason why activities are cancelled, that can't tell the prisoners, which can lead to frustration, mistrust and disruption in the units. Inspectors were informed by this same unit officer that activities had also been cancelled the day before 'due to a lack of staff'.

Centre Management confirmed that lockdowns are a regular occurrence and advised that the reasons were due to:

- 1) the rapid increase in prisoner numbers resulting in Safety Orders needing to be managed in accommodation areas,
- (2) staff shortages caused by the need to redeploy unit staff to facilitate off site medical escorts,
- (3) staff shortages caused by vacant positions (recruitment and training programs have been frequent for Townsville since 2015) that have not been

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		able to be filled despite efforts.
<b>RE-ENTRY – THAT PRISONERS ARE PREPARED FOR RELEASE INTO THE COMMUNITY AND HELPED TO REDUCE THE LIKELIHOOD OF REOFFENDING</b>		
37	<p><b>CONTACT WITH THE OUTSIDE WORLD</b>  <b>Prisoners are supported in a fair, equitable and flexible way and encouraged to re-establish or maintain relationships with their children and families where it is appropriate.</b>            To ensure adequate facilities and accountable processes are preserved to enable prisoners to maintain relationships with family and key support networks in the community whilst minimising the risk of breaches of prisoner privacy and harm to others including members of the community.</p>	<p>At both the female and male low facilities it was evident that visits are conducted in a more open and relaxed way for extended periods of time and allowing for more meaningful and positive interactions between prisoners and their families. However there were overwhelming complaints about the difficulties families experienced in being able to book visits with many examples of where prisoners had missed having contact with their children because their family were simply unable to get through to book on the visits booking line. One prisoner stated her family member had tried ringing the number, during the available time period over 130 times but had been unable to get through.</p> <p>3 A possible reason for this is the restricted timeframe available for prisoners' families to make contact and book visits. Additionally, with the growth in prisoner numbers and therefore demand on this service, in the absence of an increase in staffing resources to the area significant delays and shortages are likely.</p> <p>It is acknowledged that the centre has made efforts to address the phone booking system including splitting the line and creating a hold system so that calls can be queued. However the current technology does not support such improvements and as such the centre anticipate that the introduction of the VOIP system in early 2018 will allow for vast improvements to the phone booking system.</p>
38	<p><b>CONTACT WITH THE OUTSIDE WORLD</b>  <b>Prisoners can access the outside world through regular and easy access to visit in a clean, respectful and safe environment. Prisoners are aware of the visit procedures and visit entitlements with flexibility afforded in special circumstances.</b>            To provide prisoners the opportunity to maintain relationships with family and</p>	<p>3 TMCC DGM provided evidence from a prisoner's family indicating that the centre had been flexible and responsive to their visits needs. The family lived some distance from the centre and rarely had the chance to visit. Therefore when they were able to come to Townsville they were given special visits and extended visits sessions to maximise their contact with their family member incarcerated at TMCC. This is commended and ought to continue.</p>

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support networks in the community in a manner which is safe, hygienic and which does not cause fear, or anxiety to prisoners or visitors of a facility. To ensure all members of the community are treated with dignity and respect and that visits are made available and performed in a manner which is representative of the agency's purpose and values.

Despite this positive feedback there were other examples of where the same level of compassion and flexibility had not been demonstrated. For example, a female prisoner who was in custody for the first time and had not ever been separated from her baby and young children requested family visits. The initial visit was processed however when her partner and children arrived for the visit they were unaware that it would be a non-contact visit (as they had never had anything to do with correctional centres before and the visit process had not been explained to the prisoner or her partner). As a result when the partner and the children were brought into the non-contact booth the prisoner's baby and young children became extremely distressed because they were unable to touch their mother. This resulted in the partner having to leave with the children immediately. It is considered that in this instance, special consideration could have been given to how the prisoner's appropriate contact with her children could have been facilitated, for example attendance at the weekly playgroup, or if the partner was not approved for a contact visit until his security clearance was received, perhaps the prisoner could have been allowed a special contact visit with just the young children while the partner waited outside.

A further example involved an elderly couple who visited their son at TMCC and had a regular permanent booking which they always reliably attended. One weekend when they arrived for their visit they were advised that the visit was only approved to be a non-contact visit as their security clearances had expired. They had not been advised of the pending expiration of their security clearance, nor was any special consideration given the level of risk posed if they were allowed their normal contact visit.

Visits areas at TMCC and TWCC are modern infrastructure and contain open plan contact visits area; non-contact visits booths, a children's play area and control room. There are prisoners employed in both secure facilities to clean the areas. There are basic resources available for children who attend visits.

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		<p>TWCC Farm: Whilst the designated visits area appears clean tidy, and while extended visits sessions were being provided (4 hours) prisoners stated that it was difficult for them to have full enjoyment as there was insufficient shade and no cooling in the visits area. There are two small shade structures in place but this is not adequate for the number of prisoners and their visitors each session. This was observed by inspectors who spent time in this area talking to prisoners and staff and felt the effects of the hot, tropical climate. Prisoners and officers stated that a visits gazebo had been approved through a PAC meeting however had not been supplied. Officers stated that whilst the gazebo had been approved through PAC they were advised that there was no money in the budget to accommodate this.</p> <p>Centre management confirmed that the construction of a permanent shade structure was dependent on a successful capital bid over which the centre has no control. Unfortunately sufficient funds were not available to build the shelter.</p>
39	<p><b>REMUNERATION AND EMPLOYMENT</b>  <b>Prisoners are encouraged to work or engage in meaningful activity; employment and remuneration is well-publicised; designed to improve behaviour; and is administered fairly, transparently and consistently.</b>          To provide clear, fair and equitable process for access and encourage prisoners to engage meaningfully in employment and training opportunities which will provide skills to enhance the prisoners capacity to engage in community on release from custody. To remunerate prisoners in accordance with their engagement in employment and / or which is reflective of a situation precluding them from employment i.e. child birth.</p>	<p>2</p> <p>Inspectors undertook observations of the employment induction process (including the handbook and induction materials provided to inmates); attended and inspected the various centre industries and work places; reviewed the participation data and interviewed staff and prisoners. Overall, prisoners are encouraged to work or engage in meaningful activities and employment and remuneration is well-publicised and designed to improve behaviour and appeared to be administered fairly, transparently and consistently.</p> <p>Reportedly, the employment numbers across 43 various areas are 611 (as per TCC statistical data). The various areas included: food services; landscaping; laundry; metal shop; tailor shop (across both the men's and women's centres); and the Farm including work camps at Bowen, Julia Creek, and Winton. Generally, Inspectors found that the industries in place with each location were satisfactory and were showing initiatives in maintaining meaningful employment opportunities for prisoners. However it was noted that there is large discrepancy between the numbers of jobs available compared to the</p>

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		<p>numbers of prisoners accommodated at the complex, resulting in many prisoners not being offered the opportunity to earn money, develop job skills and work ethic, and actively contribute to their progression during their period of incarceration. Centre Management advised that at TWCC there are sufficient paid employment positions.</p> <p>Remand only prisoners are able to engage in paid employment if they wish but they are never forced to work.</p> <p>Inspectors observed inmates at the Farm working proactively on landscaping with some wearing inadequate clothing and no head wear (during a very hot and sunny day) and some inmates operating whipper snippers and other equipment without ear or eye protection. However, other inmates were observed reminding each other for the need to wear their hats and ear/eye protection and it appeared that inmates were actively aware of the WPH&amp;S requirements and were identifying and attempting to rectify moments where inmates were not looking after their own safety. Likewise, CSOs were observed to set a positive example and to remind prisoners for the requirement to use PPE when operating outdoor equipment and for sun protection.</p>
40	<p><b>TRANSITION</b></p> <p><b>Prisoners are held in custody at the least restrictive level, without compromising community safety, prior to release; have access to services and programs to assist with transition; and centres ensure prisoners have the means to support themselves in the immediate period post-release.</b></p> <p>To ensure procedures provide adequate oversight and accountability for the lawful detention and release of prisoners into and out of the facility. To ensure that prisoners are provided opportunity to access services and interventions which may prepare them for release and reintegration into the community. To make sure that every prisoner has the capacity to provide for their immediate needs on discharge from a correctional facility in order to minimise risk of re-offending.</p>	<p>2</p> <p>Inspectors observed that the Regional Manager SMS and Farm Manager have robust and proactive systems and processes in place to facilitate regular and consistent progression of prisoners to low security classification and placements. As a result the centre has comparatively high progression and fill rates for low custody.</p> <p>It was noted that limited health services at the male farm resulted in some prisoners having to return to secure custody to receive medication, despite the health issue being relatively minor and not precluding them from any other component of placement at the farm. Similarly, it was identified that there are apparent inconsistencies with the approval of prisoners for Female low open depending on the Registered nurse assessment of suitability. This occurs with male prisoners as well and an example was provided whereby a prisoner accommodated at TMCC was not approved by medical for farm progression, the prisoner then transferred to LGCC and was approved for immediate farm placement by the QHealth staff at LGCC. This suggests some variance in</p>

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			<p>assessments and it was stated that medical said that they were better equipped at LGCC to manage the medical conditions within low custody. It is noted that should this be the case prisoners are remaining in secure accommodation rather than low custody based on the Qhealth staffing model/inconsistent resourcing between regions, rather than any need for secure custody placement.</p>
41	<p><b>TRANSITION</b>  <b>There is a whole of centre approach to re-entry to the community and staff proactively and collaboratively work with Probation and Parole and community based agencies to maximise resettlement outcomes for prisoners. Prisoners can access services prior to release and review and understand the conditions of their community-based order (if applicable) to mitigate any confusion about reporting requirements</b>          To ensure a correctional facility maintains routines, environment and services which replicate life within the community, whilst maintaining safety and security. To ensure prisoners have access and opportunity to engage in services and interventions which support their rehabilitation and transitioned re-entry into community. Correctional facilities maintain collaborative practices which plan for and support all prisoners re-entry through the provision of information relating to order conditions and access to support and services.</p>	3	<p>It was identified that Probation and Parole staff from the Northern Region attend the centre weekly to participate alongside custodial staff in multi-disciplinary panels for prisoners being considered for release to parole. Further, the Northern Region P&amp;P office have re-allocated resources to create In-custody Case Management positions who proactively assess and work with prisoner's pre-release to identify and mitigate risks and barriers to success on parole. TCC actively support and facilitate this process. This is seen as highly advantageous and beneficial and is strongly encouraged to continue and indeed be expanded.</p> <p>Open Minds is the external service provider contracted by QCS to deliver re-entry services (CREST) to prisoners at TCC. It was reported that the service provider had experienced difficulty in attracting and retaining appropriate staff and as a result service delivery had been delayed and negatively impacted. Further, it was reported by staff and prisoners that the re-entry service delivery to FLO and the male farm are inadequate, with prisoners feeling unsupported and under-prepared in the lead up to their release back in to the community. It is noted that the CREST services provided to men and women across the complex are the same and hence the different needs of female prisoners in the North Queensland region are not accounted for. Comparatively, female prisoners in the South-East region are able to access a tailor-made service designed specifically for their unique needs.</p> <p>In regards to custodial staff's approach to, and involvement in, contributing to meeting prisoners' re-entry needs it was identified that there may be some gaps. Some of the evidence provided by the complex as to how custodial staff contribute to this standard was an email from reception store staff to the correctional manager accommodation which provides evidence of a prisoner</p>

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			<p>being sufficiently prepared for re-entry as "prisoner provided her property on discharge". This may indicate that some custodial staff see their role in a prisoner's successful re-entry as predominantly transactional and limited to ensuring they leave the centre on the right date and with their property, as opposed to recognising the holistic and rehabilitative needs of this process. Positively there have also been examples of where custodial staff have facilitated re-integration Leave of Absences (LOAs) in a supportive way with a focus on empowering the prisoner for successful re-entry.</p>
<b>ANNEXURE A – Mothers and Babies</b>			
A.1	The centre has a published document outlining operation of accommodation of children in custody, where the interests of the children are paramount.	1	<p>COPD is in place outline the requirements of the centre in relation to the accommodation of children in custody. The centre had a clear process in place and identified a draft local practice. Prisoners advised of clear process though did state that they were unsure of the details in terms of what is required in making the decision to accommodate children within the centre. Prisoners advised that the Assessment services team (psychologists and counsellors) were involved and since the commencement of a new staff member they feel more confident with the process and seeking help if required.</p>
A.2	All correctional centres housing children conform to the standards established by competent authorities particularly in the areas of safety, health, and with regard to the number and suitability of staff, as well as competent supervision. There is a clear and fair admissions policy for the parenting unit.	1	<p>The dedicated area and facilities for the Parental Support Unit appeared to comply with health and safety requirements. The area was fenced off appropriately and fittings, fixtures and equipment were child-friendly.</p>
A.3	The accommodation for primary care givers and their children should, wherever possible be domestic, rather than custodial.	2	<p>The Parental Support Unit where mothers and their children are accommodated is located within the residential area of the secure centre. It is noted that this is an institutional setting and as such subject to security measures necessary within that facility - security fences visible, doors of accommodation units are secured at night, prisoners are subject to structured muster and headcount practices which do not protect the child from such activities. However it is noted that significant efforts have been made to ensure aesthetically and procedurally the area is more consistent with a domestic environment. For example, posters, toys and play equipment, soft</p>

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			<p>furnishings, and kitchen equipment.</p> <p>Both parents and staff informed inspectors that their preference would be for the mothers and their children to be accommodated within the farm (low) compound which would provide a much more "normal" environment for a child to reside. Inspectors were advised that "the centre didn't have adequate resources or facilities for the mothers and babies/children to be moved to that location". Inspectors were also informed that the accommodation of children meant restrictions to the progression of prisoners within the facility ie. prisoners who's behaviour is appropriate are not able to progress to residential accommodation due to nature of offences and the presence of children.</p>
A.4	It is the correctional centre's responsibility to ensure that all staff and volunteers that come into regular contact with children possess a current Working with Children Check.	1	The centre has systems and processes in place to ensure service providers who work with mothers and their children possess a current Working With Children Check.
A.5	Appropriate induction is provided to those transferring into the parenting unit.	1	Residential staff conducted an individual induction for mothers when they move in to the Parental Support Unit.
A.6	Staff provide assistance, support and oversight of the parenting unit.	2	There is a dedicated member of the Offender Development team responsible for the assessment and welfare support of prisoners accommodated in the Parental Support Unit. Custodial staff from the Residential Accommodation area are responsible for supervision, support and oversight of the unit. Prisoners reported limited engagement with staff but when there were interactions they were appropriate, they did however identify a small number of staff they felt particularly comfortable approaching.
A.7	While prisoners are responsible for the care of their children living in the correctional centre, the correctional centre takes reasonable steps to ensure a safe environment for children.	2	There are processes are in place for mothers to have a carer internal and external of the facility. Where deemed necessary carers can be used to maintain the safety and care of the child. A concern was raised by the prisoner and staff in relation to medical attention for children. Prisoners stated that where their child/ren is sick they must take them to Townsville hospital accident and emergency. There were concerns raised by the mother that this caused a level of embarrassment and that they were not able to let the child walk freely at the hospital due to fear that if they chased the child an officer would think that they were trying to escape. The mother further stated that it is also difficult on the child as they tend to have to wait for excessive periods for

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		<p>what are generally minor conditions that could be more effectively and efficiently managed by a nurse or community GP. Mothers and staff identified that on most occasions where prisoners are escorted to the hospital with their children it is for medical conditions that, if the mother was living in the community, would not require hospital attendance.</p> <p>Additionally when asked about where the prisoners seek support to ask questions (particularly for a new mum) or if the child is sick, the prisoners stated that they would discuss with other prisoners in the unit who may have had children before. Whilst this is seen as a positive in that the prisoners have peer support it was also reflective of limited proactive specialist parenting education and support services available to mothers accommodated in this unit.</p> <p>Prisoners stated that a parenting program was made available however that the information in the program was not of use at the time it was delivered (prior to birth).</p>
A.8	The centre involves health practitioners to manage the needs of pregnant women, mothers and children in the centre.	<p>2</p> <p>Medical assistance was noted to be a concern for mothers and staff with the children being required to be escorted to the local hospital for all health and medical needs. In addition to which pregnant women raised concern about the quality and quantity of midwifery services that they were receiving. One pregnant woman reported having a boil on her arm and having asked for antibiotics (due to her history and experience with boils). The woman stated she was advised to wash the area with soap and disclosed concerns of infection spreading to her unborn child. A second pregnant woman reported a number of previous high risk pregnancies. This mother stated that her GP in the community had a plan in place to monitor the pregnancy with testing to monitor the condition early in the pregnancy. The woman stated that the RN's at the centre had told her this was not necessary and she was not scheduled for the test until 36 weeks gestation. This mother was anxious of risk to pregnancy if not correctly monitored. On discussing with the DGM she identified that she has developed a partnership with Central Queensland University for a midwifery program within custody where a midwife will be allocated to a pregnant woman, follow the pregnancy through custody and post</p>

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			release. This program is in development stages but appears to be a significant improvement with benefits to pregnant women accommodated at the centre.
A.9	Mothers are able to exercise parental responsibility through informed choices.	2	Mothers had opportunity to access services including day care and play group. There were a number of restrictions identified such as inability to determine what food to serve the child, limited access to food for the child (at the time of the inspection the mother advised that it had been a period of time since food was sent specifically for her child and that she would use the hut rations for feeding purposes). The mother expressed a desire to have access to fresh fruit and vegetables and cooking facilities to enable her to prepare food for the child herself. This issue was raised immediately with the DGM and was resolved on the same day so that specific rations of fresh fruit and vegetables were provided to the mother to cook for her child. A mother accommodated in the unit noted that a toy library was established in the unit the week prior to the inspection which offered additional choice of play and development activities for her and her child. She also advised that she received items such as a new pram the week prior to the inspection and was permitted to have a photograph taken of her child which she stated she had been requesting for an extended period of time.
A.10	If it becomes necessary for the child to leave the care of the primary caregiver, a separation management plan is developed in consultation with the mother and the alternative caregiver.	1	There is a dedicated Offender Development staff member responsible for assessment and welfare support functions for mothers accommodated with their children in the centre. This includes organising and supporting the mothers through periods of separation of their child.
A.11	During and following any separation process, the mother is offered appropriate counselling.	2	There is a dedicated Offender Development staff member responsible for assessment and welfare support functions for mothers accommodated with their children in the centre. This includes organising and supporting the mothers through periods of separation of their child. While individual personal support is offered to mothers, specific counselling is not offered by QCS staff or a specialised counselling service external to the centre.
A.12	Provision of care for a mother and child is consistent with standards in the community.	2	Some concerns were identified in relation to the quality of food and issue of meals to the child. Additionally, access to medical services and additional

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			<p>supports located in the community was identified as limiting the centre's capacity to achieve this standard. There are some good practices in place particularly around the psychologist access, access to childcare, town purchases and play group. Additionally a new toy library has been established. A mother identified that prior to the inspection she was given access to items such as her son having a photograph, a new pram was provided, toy library was established and following reports by the inspection team of concerns with the issue of food to her son the matter was rectified. This requires monitoring to ensure ongoing provision of suitable standards of care and support.</p>
A.13	The centre partners with the relevant, local, relevant Department of Child Safety office	1	<p>The centre maintains contact with relevant DOCs staff and offices as required. DOCs frequently attend the centre to facilitate parent-child contact for prisoners, not just prisoners accommodated with their children. DOCs are consulted in all assessments for suitability for a child to reside with its mother in the centre.</p>
A.14	Mothers separated from their children are supported emotionally and practically.	2	<p>Many women accommodated at the centre do not have the opportunity to have visits with their children as a result of the geographical distance between the centre and their community of origin/residence. These women can maintain phone contact but at times costs of call are restrictive. Teleconference facilities are available but tend to be used for court/legal matters only and there are often not facilities available where the prisoner's family/children reside. DOCs frequently attend the centre to facilitate parent-child contact for prisoners accommodated at the centre.</p> <p>The centre ensures that a weekly playgroup is facilitated by an external service provider. Any prisoner can apply to have her children attend so they can have contact.</p> <p>The centre offers some special visits at times, however this is an area that could benefit from more flexibility and consideration.</p>
A.15	Adequate diet, buy ups, community activities and maintenance schedules are in place for mothers and/or children in the parenting unit.	2	<p>A number of issues were identified in relation to the meals provided to pregnant women within the correctional facility and the rations delivery for the child. These matters were subsequently addressed when raised by the inspection team at the time of the inspection. For example, as outlined at</p>

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			<p>Standard 26. Pregnant women were being provided meals which did not cater for their increased nutritional needs.</p> <p>A specialised Town purchases catalogue was available for mothers and included an ample range and variety of items for babies and children. Children can access a local childcare centre if the mother wishes and there is a weekly playgroup facilitated by an external service provider at the centre.</p>
A.16	Correctional centres that hold female prisoners ensure appropriate health care services are available to meet the particular health needs of female prisoners.	2	<p>As identified above a number of concerns were raised by pregnant women, mothers whose children are accommodated with them in custody and staff in relation to the health care mothers, children and pregnant prisoners receive at the centre.</p> <p>Children accommodated with their mothers at the centre are not able to access any health services onsite.</p> <p>The DGM and other involved centre staff are commended for their initiative in partnering with the Central Queensland University to develop a collaboration to provide an individualised midwifery service to expectant mothers which also then provides continuity of care upon the mother's re-entry to the community.</p>
A.17	A doctor of the same gender as the prisoner is available where this is preferred.	1	The provision of VMO services is facilitated by QHealth. The centre has no capacity to influence or control the gender of the doctors that provide services at the centre. At times prisoners can request to see a doctor of a particular gender but this is not always the case.
A.18	Female prisoners are educated about the benefit of pap smears. All women should have regular pap smears performed by a qualified practitioner with whom that woman is comfortable.	1	This is a function of QHealth. The centre has no capacity to influence or control the service delivery in this area.
A.19	All women over 50 or with a family history of cancer undergo a mammogram.	1	The centre has no capacity to influence or control the type and frequency of health care services for women accommodated at the centre. QHealth have facilitated Breastscreen clinics at the centre. QCS staff have escorted female prisoners to appointments at Breastscreen clinics in the community on the request of QHealth.
A.20	Appropriate pre-natal and post-natal treatment and accommodation is made available to female prisoners, where required.	2	Once a prisoner and/or QHealth advise the centre of a pregnancy a Pregnancy Plan is created and the individual needs of the prisoner are identified and addressed. Consideration is given the placement of the prisoner, for example prioritise for Residential or single cell accommodation, never placed on a

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			<p>mattress on the floor in shared cell placement.</p> <p>As outlined above, a number of prisoners raised concerns about the nature and frequency of the pre and post natal treatment they received while accommodated at the centre.</p> <p>The DGM and other involved centre staff are commended for their initiative in partnering with the Central Queensland University to develop a collaboration to provide an individualised midwifery service to expectant mothers which also then provides continuity of care upon the mother's re-entry to the community.</p>
A.21	Arrangements are to be made for prisoners to give birth in a hospital outside the correctional centre. If a child is born in correctional centre, this fact should not be recorded on the birth certificate.	1	Prisoners are transported to the Townsville Hospital for the birth of their child.
A.22	Instruments of restraint are not used on women during labour, during childbirth and immediately after childbirth.	1	Review of documentation relevant to the escort of pregnant women and women giving birth identified that appropriate security assessments are conducted and instructions given appropriate to the level of risk displayed by the prisoner and the situation. Restraints are not used for women in labour and are only used as a last resort in instances of very high risk for pregnant women.
A.23	Correctional centres accommodating women have 24 hour access to and liaison with appropriate hospital and community based obstetric and midwifery services.	1	This is facilitated through Accident and Emergency at Townsville General Hospital.
A.24	Where practicable, there is continuity of obstetric and or midwife staff providing care before, during and after birth.	2	This is not currently provided however the DGM advised of a current project with Central Queensland University which will provide this continuity of care once it is implemented.
A.25	Pregnant prisoners are offered information and counselling by qualified counsellors regarding pregnancy and termination options.	1	If pregnant women request information or counselling the centre arranges this specialised service by a suitably qualified provider. The centre has previously supported women who have requested to terminate a pregnancy.
A.26	A sterile pack for the emergency delivery of a baby, including instructions, is available in the correctional centre health centre.	1	Qhealth provide this. In previous years an emergency child birth was facilitated at the centre.
A.27	Pregnant prisoners have individual care plans developed as soon as a pregnancy is confirmed and the appropriate screening completed as soon as possible	1	Individual care plans are developed with all pregnant mothers to identify the needs of the mother and her baby, to develop strategies to meet these needs and to progress any requests for the mother to have her baby in custody with

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			her.
A.28	Pregnant prisoners are considered eligible for some form of special provision with regard to gratuities while they are unable to participate in correctional centre work.	1	Pregnant prisoners are treated equitably. If they wish to work and it is assessed as safe for them to do so they are permitted. They are not discriminated against as a result of being pregnant, for example not progressing to residential or to a higher incentive and privileges level.
<b>ANNEXURE D – Cultural Development and Enhancement</b>			
D.1	A published local plan for promotion and engagement of Aboriginal and/or Torres Strait Island staff is in place.	2	While the complex has various plans, schedules and documents related to cultural development, promotion and engagement, it would benefit from an overarching document outlining the guiding principles, philosophies, aims, strategies and practices for cultural development and cultural safety across the complex.
D.2	Centre communication is culturally sensitive and appropriate, and reflects cultural communication styles.	1	Nil issues or concerns were identified in relation to this standard. The complex has invested in a large sign in a prominent, central position near the visits building that acknowledges and pays respect to the traditional custodians of the land on which the centre is built the Wulkurukba and Bindal people. This is important for setting the tone of the importance placed on cultural development and promotion throughout the complex.
D.3	A wide and representative network of community groups is involved in the centre.	2	While the CDO and centre staff make efforts to partner and engage with a wide range of culturally diverse and appropriate groups there are a number of barriers which impede the actual attendance of these groups to the centre, for example the cost of travel and accommodation for Elders visiting from rural and remote communities; the inability for some key indigenous stakeholders to visit due to chronic health problems impacting on their mobility and capacity to travel.
D.4	Staff demonstrate culturally sensitive and appropriate communication with prisoners.	1	While general staff-prisoner engagement across the complex was observed to be minimal, any interactions that occurred were viewed to be culturally safe and appropriate.
D.5	Accommodation placements are sensitive to cultural kinship groups.	1	Many prisoners across the complex have cultural and community relationships and ties. These connections are recognised and widely accepted and efforts are made to facilitate placement and appropriate contact wherever possible.
D.6	An area in the facility is designated for cultural expression.	1	Each centre within the complex has a dedicated area for cultural expression.

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			The male farm has a traditional foods garden. Both the men's and women's secure centres have outdoor cultural meeting places and indoor cultural art spaces.
D.7	The library has a good selection of up to date cultural resources.	2	Prisoners can access the Koori Mail and other similar Indigenous-specific publications. It would be beneficial for all libraries and resources across the complex to be updated with more contemporary and relevant cultural resources.
D.8	Culturally responsive meaningful activity is available.	2	Structured, specific cultural activities tend to be predominantly in the lead up to/in preparation for NAIDOC celebrations when prisoners are involved in cultural storytelling; songs and dance. TCC should be commended on the success of the Indigenous Leadership Program that is run in partnership with an external community agency. There is an Elders visitation program which is mainly facilitated by the Mackay Justice Group.
D.9	Centre management review data, trends and other statistics that could inform centre practices.	2	While there is a level of oversight and attention paid to general representation within the centre, further could be done to formally and strategically analyse data, trends and profiles to enhance service delivery and operations. For example, mapping, recording and documenting in IOMS family and community connections and relationships; tracking social issues and opportunities for catchment area communities to then incorporate in supports; interventions and services provided in the complex.
D.10	Staff have additional cultural awareness training.	1	The Cultural Development Officer facilitates a comprehensive cultural awareness module for staff at the complex. This covers community engagement, cultural protocols, cultural safety and important information relevant to the particular Indigenous communities within the TCC's catchment area.