



Office of the Chief Inspector  
Full Announced Inspection  
Townsville Women's Correctional Centre



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## OVERVIEW AND METHODOLOGY

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### THE HEALTHY PRISON TEST

The Healthy Prison Test is the cornerstone of the inspection process applied by the Office of the Chief Inspector (OCI). The concept of a healthy prison is one that was first set out by the World Health Organisation, and is now widely accepted as a definition of what ought to be provided in any custodial environment. It rests upon four key tests namely:

Safety:	Prisoners, even the most vulnerable, are held safely.
Respect:	Prisoners are treated with respect for their human dignity.
Purposeful activity:	Prisoners are able, and expected, to engage in activity that is likely to benefit them.
Resettlement:	Prisoners are prepared for release into the community, and helped to reduce the likelihood of re-offending.

A healthy prison therefore calls for a safe and predictable environment where prisoners are treated with respect as individuals; where prisoners are purposefully occupied and are expected to improve themselves; and where prisoners are able to strengthen links with their families and prepare themselves for release.

### OUTCOMES

Whether or not a correctional facility can be considered “healthy” largely depends on how well it achieves the following outcomes for prisoners:

1. Appropriate steps are taken to ensure that individual prisoners are protected from harm by themselves and others.
2. Prisoners are treated with respect for their dignity while being escorted to and from prison, in prison and while under escort in any location.
3. Prisoners are held in conditions that provide the basic necessities of life and health, including adequate air, light, water, exercise in the fresh air, food, bedding and clothing.
4. Prisoners are treated with respect by centre staff.
5. Good contact with family and friends is maintained.
6. Prisoners’ entitlements are accorded them in all circumstances without them facing difficulty.
7. Prisoners take part in activities that educate, develop skills and personal qualities and prepare them for life outside prison.
8. Health care is provided to the same standard as in the community, available in response to need, with a full range of preventative services, promoting continuity with external health services upon release.
9. Appropriate steps are taken to ensure that prisoners are reintegrated safely into the community and where possible into a situation less likely to lead to their further involvement in crime.

### INSPECTION METHODOLOGY

A series of inspection standards are used as the basis for assessing a centre’s performance against the Healthy Prison Test. The standards are grouped according to 8 broad functions of the centre’s operations, and the relevant outcome areas (numbered 1 to 9 above).

Area	Outcome(s)	Standards
1. Arrival in custody	1,2,3,4,5,6,7,8,9	1. Courts, Escorts and Transfers 2. First days in custody
2. Environment and relationships	1,2,3,4,6,7,8,9	3. Accommodation 4. Staff - prisoner relationships 5. Case / unit officers
3. Duty of care	1,2,3,4,5,6,7,8,9	6. Bullying and violence reduction 7. At risk management 8. Equality 9. Diversity 10. Non-Australian citizens and prisoners subject to deportation 11. Mothers and babies 12. Contact with the outside world 13. Request and complaint systems 14. Legislative entitlements 15. Substance-related needs
4. Health Services	3,4,6,8	16. Health Services
5. Activities	5,6,7,8,9	17. Learning, skills development and purposeful activity 18. Physical activities, arts, crafts and hobbies 19. Religious activity 20. Out of cell activity
6. Good order	1,3,4,5,6,7,8,9	21. Security, good order and rules 22. Discipline 23. Remuneration and employment
7. Services	1,3,6,7,8	24. Food 25. Prisoner purchases
8. Resettlement	1,5,6,7,8,9	26. Strategic resettlement 27. Offender management planning 28. Resettlement pathways

Each standard is broken down into key elements, and inspection findings are derived from one or more tests applied to those elements. These tests provide the basis for assessing the performance of the centre in relation to each standard, with one or more standards used to determine performance for the relevant area, and in turn, outcome(s).



## PERFORMANCE RATINGS

### Areas and Outcomes

To enable a valid and reliable assessment of the centre's performance against each area and outcome of the Healthy Prison Test, a rating system, as described below, is applied to the 7 areas and 8 outcomes.

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

## WHOLE OF CENTRE PERFORMANCE

The results of each area and outcome assessed are then used to give a "whole of centre" rating, as described below, which assesses the overall performance of the centre against the Healthy Prison Test.

Rating	Description
1	The centre is performing strongly against the Healthy Prison Test. There is strong performance across all areas / outcomes. Weaknesses, if any, are considered minor.
2	The centre is performing well against the Healthy Prison Test. There is good performance across most areas / outcomes. There are some weaknesses but either they are not considered significant or if they are significant, they exist only in a small number of areas.
3	The centre is not performing sufficiently well against the Healthy Prison Test. There is below standard performance across several areas / outcomes and significant weaknesses exist across several key areas. If left unattended, they are likely to become issues of serious concern.

4	The centre is performing poorly against the Healthy Prison Test. There is poor performance across most areas / outcomes. There are many significant weaknesses. There is inadequate treatment of and / or conditions for prisoners. Immediate remedial action is required.
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### RECOMMENDATIONS: RISK RATING AND IMPLEMENTATION

Each recommendation made is assigned a high, medium or low level of priority, as outlined below, depending on the level of risk that the particular issue poses for the facility and/or the agency, and how significantly it might adversely impact on outcomes for prisoners.

The implementation of high and medium priority recommendations is monitored by the OCI Inspector via its 12-monthly follow-up inspection process. Low priority recommendations are considered “housekeeping” issues and are suitable for actioning at the local level, with the centre’s General Manager responsible for this. Under normal circumstances, low priority recommendations will not be subject to formal monitoring by the Chief Inspector.

Priority	Description	Responsibility
High	Represents a major risk that if not resolved it will have a significant adverse impact on outcomes for prisoners. Where practicable, requires <u>immediate</u> remedial action.	Directorate/Centre. Chief Inspector to monitor implementation via the 12-monthly follow-up inspection process.
Medium	Represents a moderate risk that if not resolved it has the potential to have a significant adverse impact on outcomes for prisoners. Where practicable, requires remedial action in the <u>short to medium term</u> (i.e. within 3-6 months).	Directorate/Centre. Chief Inspector to monitor implementation via the 12-monthly follow-up inspection process.
Low	Represents a minor risk that if left unresolved it may have an adverse impact on outcomes for prisoners. Requires remedial action in the <u>longer term</u> (i.e. within 6-12 months)	Centre. General Manager to implement. Not subject to monitoring by the Chief Inspector.

## INSPECTION SUMMARY

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### CENTRE OVERVIEW

The new Townsville Women's Correctional Centre (TWCC) commenced accepting prisoners in December 2008. The new facility has been built on land adjacent to the Townsville Correctional Centre (TCC) and was a replacement for the existing 40 bed facility that was located within the TCC. The centre has a 154-cell capacity and is capable of expansion to up to 200 cells (through further construction work). The Centre functions as the remand, reception, assessment and placement centre for female prisoners in North Queensland.

The Centre infrastructure is similar to that of most modern correctional centres in the state. It offers two styles of accommodation namely: *secure* accommodation which can house 64 prisoners in four, 16-cell units each unit having one double up cell; and residential which can accommodate 90 prisoners in six clusters comprising of three double storey complexes containing four six cell units, one single storey containing two four cell units and a single storey containing a four cell and six cell unit.

The new Centre facility includes:

- A six bed Detention Unit and a four-cell Safety Unit;
- a Medical Services Area (operated by QHealth);
- program and education buildings;
- an Indigenous meeting place;
- a central kitchen;
- a bulk store;
- an oval and a covered sports hall;
- a visits facility;
- 2 industry bays;

The Centre also features special facilities for prisoners with disabilities and a double unit with increased cell size, comprising of eight cells in the residential accommodation area for mothers and their children.

Employment is available to the prisoners in the form of domestic duties, services and work in a Tailor-shop.

The Centre does not have a specific General Manager assigned to it. The General Manager of the TCC is also responsible for the TWCC with an on-site Assistant General Manager (AGM) having day-to-day operational responsibility for the TWCC.

There is no Low Custody (Farm) available for women prisoners in Townsville. However, TWCC is responsible for the operation of a Women's Work Camp at Bowen that accommodates 12 prisoners. This is not a full-time camp and prisoner return to Townsville on weekends. At the time of Inspection, arrangements were in existence for women on this camp to be accommodated in houses adjacent to TWCC (enclosed by a low security style electric fence) during periods of stand-down. The Work camp was not inspected as part of this Inspection process.

## PRISONER PROFILE AND OTHER STATISTICS

The Average Daily State (ADS) for TWCC for the period of the inspection was 84 prisoners, which meant that the Centre was 70 prisoners understate or operating at a capacity of 55%.

With an ADS of 84 prisoners there were: 49 (58%) Indigenous prisoners and 19 (23%) remand prisoners at the time of the Inspection. Fifty percent of prisoners were classified as low security.

The Centre has successfully integrated prisoners, whose offence would normally require them to be classified as protection, into the mainstream population and as such there are no protection prisoners at the Centre.

## SUMMARY OF INSPECTION FINDINGS

As is detailed below, Townsville Women's Correctional Centre received a Whole of Centre performance rating of two, meaning that it was found to be performing reasonably well against the Healthy Prison Test.

As was stated in the Brisbane Women's Correctional Centre Inspection Report, while women in custody have discrete and special needs, Inspectors are concerned that historically many decisions made in Corrective Services have been based on the predominant male population. It is considered by Inspectors that this situation contributes to the complexity of managing female prisoners in Queensland.

Where Inspectors found that Brisbane Women's Correctional Centre operated in many respects as an adjunct or attachment to the Wolston Correctional Centre, a similar but more pronounced situation appears to occur in relation to the TWCC. TWCC is part of the Townsville Correctional Centre Complex managed by a General Manager who, among other things, has responsibility for both men's Townsville Correctional Centre (TCC) and TWCC. While Inspectors did not see this management structure as an issue and could see some benefit in the economies of scale, a concern was held that the operational focus and actual allocation of resources was directed predominantly towards the male centre. The potential in this situation is that TWCC plays 'second fiddle' to the larger centre and the specific needs of the TWCC population are subsumed by the demands of the male centre. Senior management at Townsville appeared cognisant of this issue and had, by the time the Inspection started, taken some steps to address it. Notwithstanding this, Inspectors believe that the task of carving out a specific identity for TWCC and delivering a system that directly addresses the needs of the female and female Indigenous population, is likely to remain a challenge and require management's continued vigilance.

In relation to Arrival in Custody, although it was not possible to view all components of the process in action (as no receptions were received during the period of Inspection), those components that were observed were generally positive. Further, in questioning management, staff and prisoners, in relation to those processes not observed, no specific areas of concern were noted. The observed reception store operations in relation to transfers, court movements, escorts, receptions and discharges was professional and efficient. The language used by staff in speaking to or about prisoners was respectful and appropriate.

Escort vehicles were found to be clean, secure and fitted with first aid kits. On all occasions women prisoners were separated from male prisoners. The Centre also had a



vehicle they could equip with a baby capsule for transporting mothers and babies and a vehicle suitable for disabled and wheelchair bound prisoners.

Immediate Risk Needs Assessments and other initial assessment processes were found to be appropriately applied. Staff were able to demonstrate they assess risk of self harm, compatibility issues, identify vulnerable prisoners and identify prisoners with substance abuse needs. Inspectors were advised that Centre inductions are undertaken on a group basis to all new reception prisoners by a range of staff.

The Centre was found to be performing reasonably well in respect to Environment and Relationships. The infrastructure at the Centre was new and many of the static security components are state of the art. However, when one has regard to the specific population, it does present as austere, featureless and non-stimulating. Internal furniture, fittings, and interiors are typical of those found in high security male centres (e.g. seating is almost entirely that of the galvanised steel type). The challenge for the Centre is to work beyond the limitations of the infrastructure (modifying it where possible) and tailor a style of management appropriate for the risk and needs of women prisoners. As the facility is very new, Inspectors were advised that it is still within its defects liability period. This is hampering management opportunity to effect any changes to suit the population.

The relationship between prisoners and staff was found to be generally positive though reserved. It was felt that staff required further encouragement to interact with prisoners outside of their normal supervisory function.

In the area of Duty of Care, the Centre was assessed as not performing sufficiently well. The Centre appears to be proactive in the management of issues that lead to bullying behaviour and employ mediation where possible to address any areas of concern. However, there were other areas of these standards that were less positive.

The Risk Assessment Team meetings were found to be deficient in some areas, as was the administration of Safety Orders. A further area requiring attention, are the opportunities provided to the prisoners for cultural expression and development.

The Centre was found to be performing reasonably well against the Activities inspection criteria. It was found that the range of activities, particularly those that were recreationally based were varied and activity staff were generally committed to providing a suitable range of activities for the prisoners. However some prisoners expressed the view that the activities were too high impact and consideration should be given to those women not capable or motivated for these specific activities. Inspectors acknowledge that rapid changes in population profile and interests present difficulties for staff in identifying activities that continually meet the needs of the prisoners. Inspectors found that no needs analysis was in place to identify the physical activity needs and interests of the prison population as a whole.

The activity equipment provided in both the secure and residential units is minimal, limited in appeal and suitability for a female prisoner population. However, a good range of in cell/unit hobbies, arts and crafts are available and supported through prisoner purchases.

The Centre was assessed as performing reasonably well in the area of Good Order. The breaches were found to be procedurally compliant, however, there appears to be an over reliance on the use that form of management for poor behaviour rather than to seek out alternatives.

There appears to be ample work for the prisoners, however, the only industry opportunity is sewing which is limited in its skill development and scope in assisting prisoners to find employment on release.

The Services area, which covers food and prisoner purchases, was also found to be performing reasonably well. The food was observed to be nutritional; the facilities were clean, well organised and fit for purpose. The buy-up and town purchases were well organised and reliable. However, the Centre does need to revisit the range and type of goods available for purchase to ensure that it reflects the needs of the population.

In relation to Resettlement, the Centre was found to be performing reasonably well. There was a demonstrated strong focus in the area of resettlement and a commitment to providing transitional support services to prisoners prior to their release. However the access to transitions co-ordinators by prisoners was found to be unstructured.

Inspectors found that the Centre has encountered major difficulty in getting the commitment and follow-through from indigenous community groups and members to implement productive relationships for the benefit and support of indigenous prisoners. Inspectors encourage the Centre to continue their efforts in the pursuit of building meaningful relationships with indigenous communities with a view to achieving positive outcomes for the indigenous prisoners.

Offender management practices including assessment, planning and review were well established, with strong evidence that planning processes for broad based interventions were being supported. The offender management administrative and file management processes were considered to be of a good standard.

As was noted by Inspectors in the Brisbane Women's Correctional Centre Inspection, the offending profiles of women and men differ markedly, as do the environments and circumstances in which these prisoners commit their offending. Having regard to the limited availability of programs targeted to the specific needs of women, concern is held that this results in inequitable opportunities for women to address issues of their offending behaviour.

Finally, it was pleasing to see that the prisoners have the opportunity to progress to the Bowen Work Camp and are accommodated in low custody houses adjacent to the TWCC on weekends (during stand-down). This provides for selected prisoners a valuable opportunity to learn important reintegration skills and take greater responsibility for their life. In these circumstances Inspectors considered it important that the prisoners, on stand-down from the camp, continue to be accommodated outside of the secure centre.

## PERFORMANCE RATINGS

Overall Centre rating:

RATING	DESCRIPTION
2	The Centre is performing well against the Healthy Prison Test. There is good performance across most areas / outcomes. There are some weaknesses but either they are not considered significant or if they are significant, they exist only in a small number of areas.

By area:

AREA	RATING	DESCRIPTION
1. Arrival in custody	*	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
2. Environment and relationships	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
3. Duty of care	3	Not performing sufficiently well against the inspection criteria. There is evidence that <u>outcomes</u> for prisoners are being adversely affected in many areas or particularly in those areas of greatest importance to the well being of prisoners. Problems / concerns, if left unattended, are likely to become issues of serious concern.
4. Health Services	N/A	
5. Activities	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
6. Good order	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
7. Services	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

AREA	RATING	DESCRIPTION
8. Resettlement	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

\* Not rated

By outcome:

OUTCOME	RATING	DESCRIPTION
1. Steps are taken to ensure that individual prisoners are protected from harm by themselves and others	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
2. Prisoners are treated with respect for their dignity while being escorted to and from prison, in prison and while under escort in any location	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
3. Prisoners are held in conditions that provide the basic necessities of life and health, including adequate air, light, water, exercise in the fresh air, food, bedding and clothing	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
4. Prisoners are treated with respect by Centre staff	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.
5. Good contact with family and friends is maintained	1	Performing well against the inspection criteria. There is no evidence that <u>outcomes</u> for prisoners are being adversely affected in any significant areas.

6. Prisoners' entitlements are accorded them in all circumstances without their facing difficulty	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.
7. Prisoners take part in activities that educate, develop skills and personal qualities and prepare them for life outside prison	3	Not performing sufficiently well against the inspection criteria. There is evidence that <u>outcomes</u> for prisoners are being adversely affected in many areas or particularly in those areas of greatest importance to the well being of prisoners. Problems / concerns, if left unattended, are likely to become issues of serious concern.
8. Health care is provided to the same standard as in the community, available in response to need, with a full range of preventative services, promoting continuity with external health services upon release	NA	
9. Appropriate steps are taken to ensure that prisoners are reintegrated safely into the community and where possible into a situation less likely to lead to their further involvement in crime	2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.



## CHAPTER 1

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### ARRIVAL IN CUSTODY

#### Standard 1 - Courts, Escorts and Transfer

Prisoners travel in safe decent conditions to and from court and between correctional Centres. During movement prisoners' individual needs are recognised and given proper attention.

- 1.1. The Townsville Women's Correctional Centre (TWCC) is located adjacent to the men's Townsville Correctional Centre (TCC) approximately 20 km from Townsville's CBD.
- 1.2. The TWCC is serviced by transport and escort services that are attached to TCC. Inspectors observed that the waiting time in vehicles was minimal with no apparent adverse impact on the prisoners.
- 1.3. The general practice observed by Inspectors provided for the situation where prisoners are advised of court and transfers in a timely manner. Inspectors were advised that the evening prior to the escort, prisoners are advised of the movement. Enquiries from prisoners confirmed that this was normal practice. Prisoners are unlocked at normal unlock times and have the opportunity to partake of breakfast and a hot drink. When they are moved to the reception store, prisoners are asked if they have had the opportunity to have breakfast and a hot drink. If not, they are offered cereal, toast and tea.
- 1.4. Inspectors observed prisoners being provided with personal civilian clothing prior to transfer to court. Inspectors also observed prisoners being provided with civilian clothing from the Centres stock of clothes when they had inadequate clothing for a court appearance.
- 1.5. Sentenced prisoners being transferred are accompanied by their property. This is checked by the prisoner and staff on the day of and the day prior to transfer. Private cash is transferred electronically on the day of transfer.
- 1.6. Prisoners attending local courts are not provided with personal property or private cash. However, prisoners being escorted to regional courts are provided with this.
- 1.7. The reception store operation with regards to court movements and external escorts was observed to be efficient and professional and processing time in the reception store was assessed by inspectors to be minimal.
- 1.8. Inspectors checked a number of vehicles collecting or dropping off prisoners. Inspectors found them to be safe, secure, clean and as comfortable as the design for purpose permitted. The vehicles had a pre operation check list that included checks of air conditioning, prisoner wellbeing and vehicle intercoms.

- 1.9. The Centre has a vehicle appropriate for the transport of pregnant women and babies in baby capsules and also has an appropriate vehicle to transport prisoners with a physical disability. Inspectors were advised that the vehicles used for the transportation of children are not permanently fitted with a baby capsule or restraint seat.

Recommendation 1 (low):

The Centre considers the allocation of a dedicated vehicle with a permanently fitted and appropriate baby capsule/restraint seat for the transportation of children or alternatively that only staff who have been appropriately trained are responsible for fitting the capsule on each occasion.

- 1.10. Inspectors observed the application of prisoner restraints by QCS staff in the reception store and whilst under escort and found the practices to comply with the Agency Restraint Matrix.
- 1.11. Inspectors observed transfers out of the Centre. These were observed to have all the required documentation and information travelling with the prisoner. Inspectors also observed briefings and documentation being provided and sought in relation to prisoners with at risk behaviours and medical conditions. Arrangements were made to provide medication, whilst in transit or under escort.
- 1.12. Inspectors did not travel with a group of prisoners in transit. However observations, enquiries from prisoners and staff indicate that prisoners are treated according to individual needs.
- 1.13. No long haul prisoner transport is undertaken. Prisoners who are transported to distant courts or the Brisbane Women's Correctional Centre are transported by the QPS Air Wing.
- 1.14. From observations of staff in the reception store interacting with prisoners and generally discussing prisoners' cases, Inspectors found that staff acted in a respectful manner.
- 1.15. Inspectors were advised that TCC transport prisoners to the local courts, and provide court services. The vehicle drivers also operate as the court staff. On completion of the officers' court duties they transport prisoners, who are no longer required by the court, to the Centre. Whilst this practice does not minimise the time spent in court cells by prisoners it insures prisoners are returned within a reasonable time frame. The transport and escort schedule observed by Inspectors to be operating at this Centre ensures that prisoners are transferred to QPS watch house facilities and courts prior to court appearance times.
- 1.16. The operational staffing of the reception store covers the period 0700 to 1900 hours. Inspectors did not observe prisoners being transferred and received outside this timeframe. Inspectors were advised that generally, in an out of hours situation, the nightshift supervisor coordinates the reception process. Inspectors were advised that prisoners arriving outside of normal operational hours are provided with food, toiletries and are assessed by medical staff prior to placement in an accommodation unit.

- 1.17. The Centre has a video link that is used to provide for court appearances, legal aid support and video visits. Inspectors reviewed daily lists of prisoners utilising the system and also viewed it in operation.

## Standard 2 - First Days in Custody

Prisoners feel safe on their reception into prison and for the first few days. Their individual needs, both during and after custody, are identified and plans developed to provide help. During a prisoner's induction into the prison he/she is made aware of prison routines, how to access available services and how to cope with imprisonment.

- 2.1 This is a female facility and the reception store is staffed by female officers who undertake all aspects of prisoner reception including searching procedures.
- 2.2 Inspectors were unable to observe the reception process, as there were no receptions during the period of inspection, however checklist and file searches indicated that escort staff pass on all required documentation and appropriate information to reception store staff.
- 2.3 QPS provide specific information on watch house transfers, for example suicidal behaviour. Further, the Offender Management and Intelligence staff profile prisoners prior to reception and provide information to Centre staff. This information is provided in advance to functional areas as required (i.e. Counselling and Psychological Services, medical or operational staff).
- 2.4 Inspectors were advised by prisoners and staff that prisoners are processed individually allowing for confidentiality.
- 2.5 Inspectors found the reception store to be clean and in good repair. All holding cells are equipped with toilets and drinking water.

### Immediate Risk Needs Assessment (IRNA) and other Assessments:

- 2.6 Inspectors reviewed IRNAs in IOMS but were unable to observe the reception interviews and assessments as none were undertaken during the Inspection. The review of IOMS indicated that the Centre completes risk assessments in a timely manner.
- 2.7 A review of interviews and recorded information indicated that the assessment process applied by staff was comprehensive in identifying vulnerable and at risk prisoners. Prisoners identified on initial reception as being at risk of self harm or suicide, are placed on an observation regime that may include segregation from the main prisoner population.
- 2.8 The Centre has a unit (S3) specified as an induction unit that provides a range of acceptable strategies that are applied to ensure the effective management of this type of offender - that may include placement in areas with relatives or other significant prisoners based on community links. Further the Centre has a purpose built Safety Unit. Received prisoners at risk of self harm or suffering a psychiatric condition, making them unsuitable for accommodation within, the general prisoner population may be placed in the Safety Unit.
- 2.9 Inspectors were unable to observe the reception interview process carried out by custodial and psychological services staff. The questions observed from check lists, records and staff reports were appropriate and included questions to identify if this episode was the first time the prisoner had been in prison.

It appears that the interview undertaken by reception store staff and psychological staff ensures the prisoner experiencing prison for the first time is identified and treated accordingly.

- 2.10 The transfer and escort process was observed by Inspectors to be efficient, professional with no undue delays evident. However both prisoners and staff reported that delays in processing reception prisoners occur due to psychological/counselling staff not being available in a timely manner to carry out the IRNA. This results in prisoners remaining in the reception store holding cells for longer than what would appear necessary. Whilst not observed, Inspectors are concerned that psychological and counselling staff are not timetabled in a manner that minimises the time required for the reception processing of prisoners.

**Recommendation 2 (medium):**

**Timetabling of psychological/counselling staff is undertaken in a manner that ensures prisoners spend minimum time in holding cells in the reception store.**

- 2.11 It was evident from records that prisoners, as part of the initial reception process are assessed by health services staff. This assessment is carried out in the Health Centre in a confidential manner and area.
- 2.12 Inspectors reviewed and discussed with staff and prisoners the medical assessment and risk/needs assessment. Both assessments were identified as having components that provide for the identification of individual prisoner substance related needs.
- 2.13 The reception store staff advised that they managed prisoners with special needs in a sensitive manner prioritising them for processing to minimise waiting time and as a risk mitigation strategy.

**Other Reception Processes:**

- 2.14 Inspectors observed the searching of prisoner's property being transferred out via the reception store in the presence of the prisoner. The searching was thorough, professional, sensitive and carried out in accordance with Agency Procedures and Legislative requirements.
- 2.15 As prisoners were not received during the period of inspection, Inspectors were unable to observe any personal searching of reception prisoners. Based on observations and discussions with staff, Inspectors were satisfied that removal of clothing searching was being undertaken at the Centre in compliance with procedure and legislation.
- 2.16 Inspectors reviewed documentation and questioned staff and prisoners, the results indicated that prisoners being received into the Centre were all provided with a hygiene pack, writing paper, envelopes and a pen.
- 2.17 Inspectors were advised by staff that during the initial reception process an Arunta system application is activated. This is carried out with a view to insuring the prisoner is provided with an Arunta facilitated reception phone call on the day of reception. However some prisoners reported that this on occasion does not occur on the day of reception. As Inspectors were unable to



observe the reception of any prisoners, they were unable to observe the application of the process.

- 2.18 Inspectors were advised that prisoners identified as withdrawing from alcohol or drugs are placed on a medical regime by health services staff and listed for the Visiting Medical Officer (V.M.O).
- 2.19 The provisional cell allocation is done administratively prior to the IRNA or other initial risk assessment is carried out. The actual cell allocation can be changed as a result of the assessment process, should it be determined that a prisoner poses a risk.
- 2.20 Inspectors were advised and viewed documentation that suggested that all new receptions are offered a reception buy-up of tobacco and cigarette papers. Prisoners are advised of the cost and that this will be taken from their trust account when they have sufficient funds.
- 2.21 Psychological/counselling staff appear to only address the matters raised in the IRNA and do not extend enquiries to important issues such as:
- preservation of accommodation and employment in the community,
  - legal rights such as solicitor access,
  - obtaining help with personal problems,
  - prisoners' responsibilities towards their dependents, and
  - pursuing a healthy lifestyle in custody.
- 2.22 Staff advised that they may address these areas in a clinical interview applied during an IRNA. However, Inspectors have concerns regarding the absence of a formal checklist and absence of required recording of the resultant responses in IOMS, as a case note or attachment.

Recommendation 3 (medium):

In relation to the prisoner reception process, the Centre:

(a) includes questions that address:

- preservation of accommodation and employment in the community,
- legal rights such as solicitor access,
- obtaining help with personal problems, and
- prisoners responsibilities towards their dependents.

(b) records in IOMS - responses and referrals to services.

- 2.23 The initial assessment carried out by psychological and counselling staff includes questions that address issues relevant to child safety. Whilst not observed, it appears based on a checklist and questionnaire that covers the child safety requirements. These staff will then provide information to the relevant agencies regarding identified child safety issues.

Induction:

- 2.24 Inspectors were unable to observe an initial induction session provided by accommodation staff to reception prisoners as no prisoner where received

during the Inspection. However, a checklist of the unit induction is in place that includes, but was not limited to, information on visits, mail, and telephone operation, chaplains, official visitors and the structured day routine. A review of IOMS indicates that unit inductions are recorded in prisoner case notes.

- 2.25 On arrival at the accommodation unit prisoners are interviewed by the unit officer and provided with further information including unit routines.
- 2.26 At the time of the inspection, no prisoners were received and inspectors were unable to observe the induction process. Conversations with unit staff indicate that prisoners are provided with an information booklet upon arrival in the unit and a checklist is used by unit staff to ensure that prisoners receive information in key areas such as: unit rules; the structured day; visits; mail; telephone calls; and chaplains and official visitors. A Centre and Agency induction is carried out in a specific purpose room in Education. Representatives from key areas including: Custodial; Education; Programs; Offender Management; and Transitions - are rostered to attend and present information to offenders. A PowerPoint presentation is used during the program and the Centre supplies an Induction Handbook to all prisoners. The Centre also advises that an induction video is being developed for presentation in accommodation areas.

Protection Issues:

- 2.27 This facility does not provide accommodation for protection prisoners. All offenders regardless of offence are managed in the main prisoner population. However, despite this staff appear cognisant of compatibility issues and manage the prisoners appropriately.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
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*\* Major components of the Arrival in Custody standards were not able to be fully assessed as no prisoners were received at the Centre during the Inspection. For this reason Inspectors could not observe the actual processes including the reception and centre and unit inductions. While in questioning management, staff and prisoners, no specific areas of concern were noted, Inspectors are unable to score this area in all circumstances. The Follow-up Inspection in 12 months time may provide Inspectors the opportunity to observe a reception process.*

## CHAPTER 2

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### ENVIRONMENT AND RELATIONSHIPS

#### Standard 3 - Accommodation

Prisoners live in a safe, clean and decent environment within which they are encouraged to take personal responsibility for themselves and their possessions.

#### Accommodation - General:

- 3.1 TWCC is a high security facility providing two accommodation styles (i.e. secure and residential) for female prisoners classified high and low. The Centre has only been commissioned for 18 months. Its presentation is clean and tidy and all areas are in a good state of repair. The Centre is equipped to Agency standards.
- 3.2 The prison design is very similar to that of a male correctional Centre and the security infrastructure operates in an identical manner. The secure units, with the exception of their smaller size (16 cells per unit), are identical to a male secure unit. Inspectors felt that the reduced dimensions of these units (including associated exercise yards) created a heightened sense of confinement. Inspectors were advised by staff and also observed that a number of Indigenous prisoners spent a lot of time sitting (most on the ground) of the exercise yard. In these circumstances the small exercise yards, with a number of prisoners occupying them, also added to the confined feeling of the secure accommodation. The residential units also appeared identical to a men's facility (with the exception of the Mothers and Babies Unit). In this respect, there appears to have been little consideration of the female population, their needs and risks in the design of the centre. Further, there was nothing evident in the design of the accommodation that signified the Centre accommodates a high percentage of Indigenous prisoners.
- 3.3 The infrastructure at the Centre was new and many of the static security components are state of the art. However, when one has regard to the specific population, it presents as an austere, featureless and non-stimulating environment. Internal furniture, fittings, and interiors are typical of those found in the high security male centres (e.g. seating is almost entirely that of the galvanised steel type). The challenge for the Centre is to work beyond the limitations of the infrastructure (modifying it where possible) and tailor a style of management appropriate for the risk and needs of women prisoners.
- 3.4 With the exception of the Mothers and Babies Unit, as has been stated above, residential accommodation units are identical to male facilities. In residential prisoners have tables both inside and outside of their units. They are also able to move some chairs around to sit in larger groups in a covered area. Unfortunately, residential units do not have full kitchens and prisoners in residential receive food from the main kitchen. In this respect the prisoners do not have the opportunity of practicing self-sufficiency in relation to meal preparation.

- 3.5 The interior decoration of the Centre is spatially and aesthetically sterile, however at the time of the inspection the Centre was sewing curtains for the residential units. Management advise that the Centre is still in the defect liability period and as a consequence they are unable to make any changes or decorate the walls in anyway.

Recommendation 4 (medium):

The Centre, in consultation with the Agency, explores opportunities to alter the aesthetics of the environment to reflect the population.

- 3.6 Little unit activity was observed within the communal areas. During out of cell time, prisoners were observed to be inactive. The exercise yards similarly lacked activity and appeared only to be a place to smoke and for time outside of the Unit. There was minimal seating in the exercise yard.
- 3.7 At the time of inspection, Inspectors were advised that following an incident 12 months ago, microwaves were removed from the secure units and the temperature of the zippy boilers were turned down. Inspectors were advised by prisoners that the temperature of the water from the boilers was not sufficient for making a hot drink. A review of the PAC minutes indicated that the matter was raised on 27 February 2009 and advice was given that the situation would not be changed. Inspectors have been advised following the Inspection that the AGM has returned the microwaves to the secure units. It is understood that the heat of the water from the zippy boilers remains an ongoing issue.
- 3.8 The accommodation units appear to be appropriately supervised and relatively quiet. However prisoners complained that staff would slam the doors at night during head counts. Management advised Inspectors that staff are spoken to on a regular basis about the need to be mindful of the level of noise they make on a nightshift. Furthermore there are numerous signs up in each accommodation area reminding staff of their responsibility to be quiet on a nightshift. Management feel that the noise level from the door closing is more a consequence of the door fittings than any deliberate act on behalf of the staff.
- 3.9 All prisoners have access to drinking water at all times, however only prisoners in residential have the means of making a hot drink after the evening lock-away.

As previously recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 10) which states: *“The Agency reviews the provision of hot water access for all prisoners after lock away and establishes a state-wide position”*.

- 3.10 Prisoners are encouraged and enabled to keep their cells and communal areas clean.

Prisoner Clothing and Property:

- 3.11 The prisoner clothing is in a decent condition, suitable for the climatic condition and processes are in place for frequent laundering. Prisoners have access to supplies of their own personal hygiene items and sanitary items are provided free.

- 3.12 Prisoners' property is held securely and generally prisoners are able to access their property in a reasonable time. Prisoners have a clear process to seek compensation for lost or damaged property whilst in storage. By the completion of the inspection a standard list detailing the possessions that prisoners were allowed to keep was displayed in each unit.

Special Needs Accommodation:

- 3.13 Nominated carers are available for those prisoners with physical needs and mothers with children in residence. Prisoners do not appear to be remunerated for undertaking this work.

As previously recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 6) which states: *"The Agency develops a carer training package and incorporates a system of ongoing monitoring of the carers' performance"*.

- 3.14 At the time of Inspection there were no prisoners with disabilities or aged prisoners. There is no procedure for the management of prisoners with a disability including their safe evacuation. Although the Centre advised that they have a Code White, the Inspectors were unable to locate the procedure on the Centre's Local Noticeboard. The Inspectors were also unable to locate any local procedures or a Local Noticeboard specific to the Centre.

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

Recommendation 5 (medium):

The Centre reviews Agency procedures to identify those that are relevant and require the development of specific local procedures.

Recommendation 6 (medium):

The Centre considers establishing a Local Noticeboard specifically for TWCC which will allow for easy sourcing of procedures and matters relevant to the Centre, and contribute to the development of its unique identity.

Safety and Supervision:

- 3.15 All prisoners have access to in-cell intercoms and a review of log books indicate that the intercom calls are answered in a timely manner. All prisoner intercoms are checked on a weekly basis and checking of a number of intercoms occurs during the daily cell searches. [REDACTED]

Recommendation 7 (high):

The Centre immediately implements a process whereby cell intercoms are also tested by master control and recorded.



Prisoner Notices:

- 3.16 Notices were displayed in an appropriate manner. While the full range of notices were not initially available, management was attending to the issue during the course of the inspection. Due to the absence of notice boards in secure, notices were taped around the walls of the units.

## Standard 4 - Staff-Prisoner Relationships

Prisoners are treated respectfully by all staff, throughout the duration of their custodial sentence, and are encouraged to take responsibility for their own actions and decisions. Healthy prisons should demonstrate a well-ordered environment in which the requirements of security, control and justice are balanced and in which all members of the prison community are safe and treated with fairness.

- 4.1 Inspectors observed staff to be respectful towards prisoners when addressing them and directing them in their day-to-day activities. During the Inspection all interactions between staff and prisoners appeared professional and appropriate albeit reserved with staff tending to limit their interactions unless operationally necessary. No adverse behaviour was observed. However, a small number of individual prisoners expressed some concerns including:
- occasions where certain individual staff were abrupt and reacted negatively when prisoners were seeking assistance;
  - occasions where some staff were over-reactive when incidents arose or when there were differences of opinion expressed;
  - that some individual staff members did not display the levels of professionalism expected such as when discussing matters of a personal nature; and
  - concerns offered by prisoners regarding the attitudes of some professional and supervisory staff.
- Inspectors did not observe any behaviour that corroborated these allegations.
- 4.2 Prisoners also noted that there were issues of concern in relation to cultural sensitivity for indigenous people. Townsville Women's Correctional Centre has the highest proportion of indigenous women in custody, drawn from a wide range of geographical and cultural areas in Queensland. Prisoners report that the more traditional indigenous women are reluctant to talk to staff, particularly male staff, about issues or incidents of concern.
- 4.3 Staffing for the Centre has been drawn from the staffing resources available in the male Centre and Inspectors were concerned that some of these staff were not selected on the basis of specific training or experience in managing women and/or Indigenous women prisoners. While management are aware of this and appear to take considerable steps to assist staff to acquire appropriate understanding of managing these prisoners, the sharing of staffing between the two Centres is likely to undo some of this good work. Many key operations are managed by staff that remain in the male Centre and visit the women's Centre only when required.

### Recommendation 8 (medium):

TCC and TWCC management investigate the possibility of having a fully dedicated staff complement for TWCC, including but not limited to custodial staff, Cultural Liaison Officer, Transitions Officer, Education Officer and sentence management staff. These staff should be physically located at TWCC and receive appropriate training in the management of the specific prisoner needs.

- 4.4 Generally, practices observed indicate that there is a predominant disposition to managing women offenders in the same manner as those in a high security male facility despite the differences in profiles. However, the Centre advises that it does take advantage of regularly mediating between prisoners when appropriate. The Centre states that an informal mediation process is used on a weekly basis to manage conflict and disharmony between prisoners in accommodation areas. They further state that they try to be proactive and conduct regular mediation to get the women to identify their differences and collaboratively develop strategies for more appropriate interactions.
- 4.5 Observations in many areas reflect that engagement with prisoners other than for scheduled or routine matters is limited and that the focus for staff is on containment.
- 4.6 Management advise that a small number of staff will organise activities independent of the activities schedule. However, no evidence to support this was provided to the Inspectors. There was no indication from prisoners that this sort of activity took place.
- 4.7 In response to the above finding, the Centre advised that the Street Soccer program was being conducted. This program is run every Friday and has been successfully running in the Centre for over 12 months. Management advise that all available staff participate in this activity and use the time to interact in a proactive and prosocial manner with prisoners. This activity is encouraging however, lack of daily interaction between staff and prisoners remains a concern. It was also identified to the Inspectors by some staff with experience in other jurisdictions, that the level of interaction between prisoners and staff is less than what they have experienced elsewhere.
- 4.8 Discussions with unit staff about their practices and routines indicates that in the main, staff are reserved about the level of engagement they have with prisoners. The issues discussed above and the resultant emphasis on containment and security as the primary focus of staff may influence this behaviour and could present barriers for staff to engage with prisoners and strengthen their roles as behavioural models.
- 4.9 In addition, the absence of extra-curricular activities for prisoners presents barriers for staff-prisoner engagement outside of mundane, operational matters. Observation indicates that Secure and Residential staff members ensure prisoners are ready for daily scheduled activities by calling them up at appropriate times prior to the beginning of the scheduled activity, although (possibly with the exception of Street Soccer) officers are not actively engaging with prisoners outside of scheduled routines.

**Recommendation 9 (medium):**

**The Centre reviews its unit management methodology to ensure staff have the opportunity to engage with prisoners in a manner that promotes meaningful interactions.**

- 4.10 Prisoners in Residential report that they are not permitted to walk on the grassed areas and must remain on the concrete common areas or walkways. Management advised that the women are permitted to access grassed areas,

however are encouraged to use the concrete paths to minimise the risk of injury. Management further advised that since the commissioning of the Centre there have been a number of injuries recorded where prisoners have injured themselves in Residential due to not walking on the designated paths. However, Inspectors reviewed the data provided by the Centre regarding prisoner injuries and could not identify any injuries occurring in residential.

## Standard 5 - Case/Unit Officers

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

- 5.1 Prisoners appeared familiar with the staff members working in accommodation areas. Prisoners advised that depending on the issues, they approach those staff with whom they are familiar and comfortable, depending upon which shift they are working. For day-to-day or less serious matters they approach the officers on duty.
- 5.2 Unit officers are able to identify those prisoners accommodated in their respective areas. It should be noted that the small number of prisoners being accommodated allows for easy recognition.
- 5.3 A sample of prisoners' behaviour reports and case notes were reviewed. Behaviour reports were found to be incidental and only generated for the purpose of conducting a review. No Employment Reports were found in the sample.

### Recommendation 10 (medium):

The Centre ensures that monthly Behavioural and Employment reports and Behavioural Report Summaries are completed as required by Agency procedures.

- 5.4 Case notes were found to be in good order, regular, and completed at least weekly or more frequently and, in many cases to be comprehensive, particularly where prisoners presented with complex issues or behavioural problems. In addition, broader comments on employment, sentence management and interventions were found to be included from professional staff as well.
- 5.5 Prisoners have indicated that they have no real knowledge of the case notes that are written about them.
- 5.6 As has been stated above, the Centre currently has no prisoners that are classified as elderly and none identified as disabled. However there was no evidence that individual care plans for aged prisoners or those with disabilities would be developed if such prisoners were accommodated at the Centre.
- 5.7 Advice was received from the Centre that the Prisoner of Interest (POI) meeting is used to identify and discuss prisoner needs such as pregnancy plans and IMP, and therefore would provide an opportunity for the development of care plans.

### Recommendation 11 (medium):

Where prisoners may require additional assistance and/or support due to their special needs (e.g. due to a medical condition or disability), the Centre ensures that care plans are developed in consultation with Queensland Health.

5.8 No Offender Management Plan Review interviews were conducted during the onsite inspection. However, a sample of OMPR documents were reviewed that indicated panel representation and case noting from a range of staff. Information found in the documents indicated broad representation from a number of areas, particularly in relation to behavioural matters reported by custodial staff.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

## CHAPTER 3

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### DUTY OF CARE

#### Standard 6 - Bullying and Violence Reduction

Prisoners feel safe from bullying and victimisation (which includes verbal and racial abuse, theft, threats of violence and assault). Active and fair systems to prevent and respond to violence and intimidation are known to staff, prisoners and visitors, and inform all aspects of the regime.

- 6.1 Prisoners advised that they feel safe in the Centre and can generally move about in a manner that is free from intimidation and abuse.
- 6.2 The Centre has developed an anti-bullying policy and Inspectors were provided a with copy. However, there was no evidence of the actual document about the Centre and some staff also said they were unaware of the Centre's policy. Despite this, staff appeared to be very cognisant of need to minimise any potential for bullying behaviour. Prisoners advise that there is very little bullying behaviour and what does occur, is amongst a small group. Prisoners report that they feel safe in this facility.

#### Recommendation 12 (medium):

The Centre distributes its strategy for the reduction of violent and intimidatory behaviour.

- 6.3 While, the Inspectors understand that bullying and the perpetrators of such behaviour are not tolerated, staff appeared to have limited view on what action could be taken. Management advise that mediation is frequently used between prisoners.
- 6.4 Prisoners are advised during induction and reminded through poster displays that bullying behaviour is not tolerated. However, there is no information about bullying behaviour in the Prisoner Handbook.

#### Recommendation 13 (low):

The Centre includes their stance on bullying and the consequence of behaving in such a manner in the Prisoner Handbook.

- 6.5 There is no evidence that prisoners are consulted or involved in how their lives could be made safer, possible strategies for confronting such behaviour and what sanctions are appropriate.

#### Recommendation 14 (low):

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



- 6.6 There are no protection prisoners in the Centre. The Centre has successfully integrated those prisoners who would typically seek protective custody.
- 6.7 The practice in the Centre is that all under 18 prisoners are interviewed by the Accommodation Manager or AGM before being placed in the induction unit. If they are not available, the Accommodation Supervisor must interview the offender and provide a verbal report to the Accommodation Manager or AGM before placement in a unit. Under 18 year old prisoners are to be placed in a unit with family members if available. However there is no documented policy on the management of this group of prisoners.

As previously recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 3) which states: *“The Agency develops a policy or procedural framework for the management of 17 year old prisoners including: establishing guidance in relation to assessment and placement considerations; and where appropriate allowing Centres to develop a local procedure to account for local variation where necessary.”*

## Standard 7 - At Risk Management

Centres work to reduce the risks of self-harm and suicide through a whole-of-Centre approach. Prisoners at risk of self-harm or suicide are identified at an early stage, and an at risk management plan is implemented and monitored. Prisoners who have been identified as at risk are encouraged to participate in all purposeful activity commensurate with their level of risk. All staff are aware of and alert to at risk/vulnerability issues, are appropriately trained and have access to proper equipment and support.

- 7.1 Whilst not observed, Inspectors were advised that reception staff assess prisoners on arrival and subject each prisoner to a search requiring the removal of clothing. This search, amongst other functions, provides the opportunity for staff to identify any injuries. Reception store staff will further investigate the injuries with the prisoner and provide information to Health Services and Psychological staff for further investigation.
- 7.2 All receptions are seen and assessed by Health Services staff on the day of reception prior to being accommodated. The staff carry out a medical assessment that includes the areas of self harm, drug withdrawal and alcohol detoxification. Additionally Health Services staff put in place immediate arrangements for those who need detoxification and symptomatic relief.
- 7.3 As is stated above, all receptions are interviewed by psychological/counselling staff including assessments of self harm, drug and alcohol use and compatibility issues with other prisoners.
- 7.4 All staff are trained in contingencies for emergencies and incidents. With 78% of custodial staff qualified in CPR and 76% of custodial staff qualified in First Aid these statistics are lower than generally observed in other centres.

### Recommendation 15 (medium):

The Centre implements strategies to reduce the percentage of staff who do not have current accreditation in core competencies including CPR, First Aid and Control and Restraint.

- 7.5 The Centre has in place the key principles of the Agency's At Risk Management procedure. However, the Centre is not following some specific aspects of the process as directed by the procedure (see S7.15 and S7.16).
- 7.6 Inspectors interviewed a number of staff regarding the at-risk management process and found they displayed a sound knowledge and awareness of self harm identification and procedures. Risk Assessment Team (RAT) meetings are scheduled on a frequent basis ensuring prisoners are reviewed at least every seven days and not segregated from the general prison population for longer than necessary.
- 7.7 Inspectors observed shift handovers and night shift operations and noted compliance with the management of at risk prisoners by both day and night shift staff, including the carrying of cut down knives by staff and oversight of the management of at risk prisoners by supervisors.

- 7.8 Inspectors found, in the case of one prisoner who was on an At Risk Management plan and an Individual Management Plan (IMP), that unit staff had difficulty with interpreting the management required and issues were identified with IMP version control.

Recommendation 16 (high):

The Centre ensures that At Risk Management Plans and IMPs are communicated to staff undertaking the management of the prisoner in a manner that is clearly understood and acknowledged and that a system of version control is implemented to ensure the plans in place are current.

- 7.9 The Centre uses a range of accommodation strategies that include the Safety Unit and cells in accommodation units. The decision on accommodation is based on the level of risk and observation regimes. The Safety Unit has four accommodation cells, two of which are padded cells. A custodial officer is currently allocated to the day and night shift rosters to provide readily available staffing if the need to use the Safety Unit occurs.
- 7.10 Inspectors were advised that on a regular basis when individual prisoners are experiencing difficulties or have been accommodated in the Safety Unit or Detention Unit, contact with a Peer Support Worker will be included as an intervention strategy.
- 7.11 Inspectors found that the Centre had no published local procedure for the operation of the Safety Unit.

Recommendation 17 (medium):

The Centre develops a local procedure for the operation of the Safety Unit.

- 7.12 Safety Orders, which include the direction on the management of the prisoner, were not available in the Safety Unit.

Recommendation 18 (medium):

The Centre ensures that a copy of the Safety Order is available where the prisoner is accommodated to provide direction for staff.

- 7.13 Inspectors found that the Centre did not comply with the published Agency procedure - Safety Orders in that there was no evidence of compliance with the following requirements:
- a Safety Unit - Safety Order Management Team; and
  - the consistent development of Intervention Management Plans.

Recommendation 19 (high):

The Centre implements practices that ensure compliance with Agency Procedure - Safety Orders.

- 7.14 Inspectors attended a RAT meeting and observed that these were chaired by an Assessment Advisor, who is an intern (probationary and provisionally

registered) psychologist. The RAT meeting was attended by a nurse, psychologist, counsellor and a custodial supervisor.

**Recommendation 20 (high):**

**The Centre ensures that Risk Assessment Team meetings are chaired by a qualified psychologist or other staff designated by procedure.**

7.15 Inspectors found that the Centre failed to comply with Agency Procedure - At-Risk Management (Self Harm/Suicide). Contrary to the requirements of the procedure:

- Inspectors observed staff undertaking a group interview of a prisoner. Clearly staff had not independently interviewed the prisoners involved; and
- both reviews involved Indigenous prisoners however no Indigenous staff member was present during the review.

7.16 The Centre advised that the CLO did provide a report for the meeting, however, could not attend as he had more pressing work to attend to at TCC. The Inspectors remain concerned that no other Indigenous person was made available to attend the meeting.

**Recommendation 21 (high):**

**The Centre ensures that Risk Assessment processes applied at the Centre comply with legislation and procedure.**

7.17 Inspectors found that the format of the RAT meetings were complicated in structure and staff tended to diverge into discussion of other aspects of the prisoner's management. Inspectors felt the RAT meetings would benefit from a streamlined framework that maintained the focus on risk assessment.

**Recommendation 22 (medium):**

**The Centre ensures that staff involved in risk assessment are provided with training and guidelines with a view to ensuring that processes focus on risk assessment.**

7.18 The visitors' Centre where visitors are processed does have an anti bullying poster displayed and there are posters addressing the subject of reporting concerns regarding prisoners with at risk potential.

7.19 Inspectors reviewed a number of IOMS and hard copy At Risk Management Plans and were satisfied that they:

- are prepared with input from the prisoner,
- identify needs, and
- identify persons responsible for implementing the plan.

7.20 Inspectors found that 90% of custodial staff have suicide awareness accreditation. Centre staff participate in a range of contingency tests including those related to self harm/suicide incidents.

- 7.21 TWCC has 13 reported cases of prisoner self mutilation/ attempted suicide in the previous 12 months, these incidents were attributed to 5 prisoners.
- 7.22 Prisoners at risk of self harm or suicide are referred to Prison Mental Health who visit the Centre regularly and provide community support when the prisoner is released.

## Standards 8 and 9 - Equality and Diversity

All prisoners experience equal opportunity in all aspects of prison life, are treated equally and are safe. Cultural diversity is embraced, valued, promoted and respected.

All prisoners should have equal access to all Centre facilities. All Centres should be aware of the specific needs of minority groups and implement distinct policies, which aim to represent their views, meet their needs and offer peer support.

- 8.1 During the inspection, prisoners consistently stated that the staff treat them well, and are fair and consistent in all dealings. Generally, staff appeared to understand what was expected of them and have some knowledge of the legislative entitlements of the prisoners.
- 8.2 Indigenous prisoners make up 64% of the population. The Centre has a clear understanding of the prisoner population and individual staff appeared cognisant of the number of indigenous prisoners in the Centre and appear to make serious attempts to ensure that their needs were catered for. There was no evidence of any inappropriate language or conduct during the period of the inspection. There are 96% of the staff with current accreditation in Cross Cultural Awareness.
- 8.3 Prisoners know the identity of the Cultural Liaison Officer (CLO). However they felt that their needs were often not addressed as the officer spent a lot of time at the male Centre. A peer support prisoner advised that she had a lot more work to do as a consequence of the officer's time being divided. The CLO confirmed that this was the case as he was no longer dedicated to the women's Centre.

### See Recommendation 8

- 8.4 There is limited opportunity for the prisoners to express themselves culturally. The prisoners expressed a desire to have the opportunity to engage in art, dance and other programs that are culturally significant. The prisoners also expressed a desire to obtain access to the cultural room and the outdoor area attached. Inspectors found that access to the cultural area was severely limited.

### Recommendation 23 (medium):

The Centre develops and implements a strategic plan to provide opportunities for cultural expression and development amongst women Indigenous prisoners.

### Recommendation 24 (low):

Management considers the creation of a focus group of indigenous prisoners to assist in directing cultural opportunities within the Centre.

- 8.5 2009 NAIDOC celebrations appeared to be appropriate, however, Inspectors were advised by staff that they were restricted on previous years due to budgetary constraints.
- 8.6 The Centre's indigenous staff maintain a Country of Origin database. This document allows the staff to have a good understanding of the relationships between prisoners. The CLO advised that in the event that a prisoner is received that may have conflict with another prisoner for any reason, then mediation occurs.
- 8.7 There is minimal community involvement in the Centre which the Inspectors were advised is a result of a lack of commitment from the community. The Inspectors were advised during the inspection of the male Centre that the community is generally disinterested or uncommitted to any involvement. However, it is apparent that the Centre management continues to persist in engaging external indigenous groups.
- 8.8 There are a number of prisoners who appear to be cognitively challenged as a result of substance abuse/misuse, however they appear to be well managed within the Centre.
- 8.9 Prisoners from minority groups are infrequent, however when they are received there is no evidence that they are victimised or excluded.



## Standard 9 - Diversity

*Note this standard has been addressed above*

## Standard 10 - Foreign Nationals

Prisoners who are not Australian citizens and/or who may be subject to deportation have reasonable access to all prison facilities. All Centres are aware of the specific needs that this group of prisoners have.

- 10.1 At the time of Inspection there were no immigration detainees or foreign nationals. However, from discussions it would appear that Sentence Management have a good understanding of such prisoners' rights and entitlements.
- 10.2 Prisoners have access to translation and interpreter services which are utilised when required.

## Standard 11 - Mothers and Babies

Mothers and babies are provided with a safe, supportive and comfortable environment which prioritises the care and development of the child. Pregnant women receive appropriate support.

- 11.1 At the time of the Inspection there was only one child in residence. Just prior to the Inspection a decision was made that the child would be placed with a family member in the community prior to the prisoner's discharge which was 6 weeks away. Appropriate support was provided to the mother, including support in making administrative arrangements and counselling.
- 11.2 Generally, it is considered that the provision of care for the mother and baby is consistent with the standards experienced in the community. The Mothers and Babies Unit presented as generally comfortable and safe, however the environment was considered by Inspectors to be very sterile and unstimulating for the children. The unit had minor modifications to make it safe and suitable for some aspects of child care. Mattresses, bedding, clothing and general equipment were observed to be in good condition. Additional food supplies are provided to the unit, including small containers for the storage of precooked meals.

### Recommendation 25 (medium):

The Centre undertakes some redecoration of the Mothers and Babies Unit to make it appropriate and stimulating for the children.

- 11.3 There is a documented process for the approval of children to be accommodated with their mothers. There is also a clear set of rules and obligations that the mother must agree and adhere to whilst the child is in residence.
- 11.4 Once an application is received for a child to join her mother, Assessment Services complete the documentation and assessment process before submitting it to the General Manager for approval. The mother plays a central role. She is interviewed by Assessment Services and provides the majority of the information in relation to the application process. While the assessment/application process is occurring other strategies are implemented as quickly as possible to maximise the mother's contact with her child (eg. visits, video link-ups, playgroup).
- 11.5 When a prisoner identifies as pregnant, they are placed on the Prisoner of Interest List so that they are reviewed weekly. A pregnancy plan is developed with the prisoner, Assessment Services and Health Services. This plan outlines any specific intervention or strategies required to be implemented to support the mother during her pregnancy. Part of the pregnancy plan is to determine the conditions of the child's birth and who will be in attendance. Each case is assessed individually and each woman identifies as part of the process who she wants her support person to be (eg. co-parent, grandparent). While co-parents can be part of the birth of the child the Centre advises they tend to have situations where the co-

parent does not reside in Townsville and more often than not cannot make it to Townsville for the actual birth.

- 11.6 The Centre does not prepare a birth plan, however they facilitate appointments to birthing clinics at the hospital so that the women can develop a birth plan with a registered midwife.
- 11.7 Whenever a child is approved to be accommodated in custody with its mother, a Care Plan is created for that mother and child. This plan is based on what the mother identifies as the requirements for her child. This plan is generally reviewed monthly depending on the needs of the mother and/or child.
- 11.8 Within the parameters of a secure custody environment, the mothers are able to exercise some level of decision making on behalf of their child.
- 11.9 The Centre's counsellor liaises with the Department of Child Safety in relation to issues for protection arrangements in the case of separation including carers and kinship carers in accordance with an agreed case plan.
- 11.10 Prisoners who have a child or children under primary school age can apply to have their child/children brought in to attend the playgroup sessions. Mothers with children residing with them at the Centre are required to attend the playgroup sessions.
- 11.11 No staff work with children, however, custodial staff are trained in infant resuscitation techniques.

## Standard 12 - Contact with the outside world

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

### Visits:

- 12.1 The Centre meets the legislative requirement that all prisoners are provided with the opportunity to have at a minimum a personal visit of one hours duration on a weekly basis. In fact, all prisoners have the opportunity to access two visits session per week (Saturday and Sunday). An examination of records indicated that on occasion visit sessions lasted less than one hour.
- 12.2 The Centre has sufficient non contact visit facilities.
- 12.3 This facility shares a purpose built external visitors' centre with the male Centre. The visitors' centre is well equipped and staff working there were observed to operate in a helpful professional manner and to treat visitors with respect.
- 12.4 However, the efficiency of processing has the potential to be affected by a number of operational and design factors. The visits centre has two computers used for processing visitors, however, one computer is dedicated to the male centre and one the woman's centre. They are not interlinked and the workload is not shared or efficient (i.e. the female centre processing line can be empty whilst the male centre may have a long queue of visitors waiting processing).

### Recommendation 26 (low):

The Centre explores the opportunity to link computers in the visits processing area.

- 12.5 Visit bookings operate Monday to Tuesday 9:00 am - 11:00 am, 1:00 pm - 3:00 pm and Wednesday 9:00 am - 11:00 am. Visit sessions are 8:30 - 9:30 am, 10:30 am - 11:30 am and 12:30 pm - 1:45 pm on Saturday and Sunday. Legal visits can be booked and are available Monday to Friday.
- 12.6 Special visits are available for those visitors who travel a long way or if the prisoner is experiencing some significant difficulty.
- 12.7 The banning of visitors is carried out in compliance with legislation and procedure. Banned visitors are clearly advised of the reason for this action.
- 12.8 Observation and enquiry of visitors indicates that visitors are well treated. Inspectors observed the searching process for visitors. The searching was carried out in an appropriate, respectful and sensitive manner. No specific searching of babies was observed, and staff operated in a very sensitive manner with toddlers and older children.
- 12.9 Visitors arriving late may be permitted to join the next available visit session.

- 12.10 The Centre has in place a complaint system for prisoners and stakeholders regarding visits. It is well publicised and provided in a manner that is comprehensive and helpful.
- 12.11 The visitors' centre provides toilets and has a range of drink and snack machines available for visitors that can be accessed pre and post visit sessions. The Centre provides tea and coffee facilities during visit sessions.
- 12.12 The visits area is a standard Agency design identical to the facilities provided in a male centre. The Inspectors observed visits staff operate in a professional manner that was conducive to providing a relaxed atmosphere. However, Inspectors consider that the visits area and furniture is austere and sterile and reflects a level of security that is not congruent with level of risk of the population.
- 12.13 The visits area furniture is designed to reduce physical contact between visitors and prisoners and is a replica of that found in a male facility. This is part of the overall drug strategy and does not reflect an assessment of risk of the population at this centre. Prisoners and visitors are permitted to embrace in an appropriate manner at the commencement and conclusion of a visit.

**Recommendation 27 (medium):**

**The Centre considers trialling alternative strategies in the operation of the visits area to create a more family conducive environment.**

- 12.14 The visits furniture was in good condition and a clean facility for baby changing is provided.
- 12.15 There are no separate visit sessions for child sex offenders. Child sex offenders attend the main visit session. However, they are segregated during the actual visit session by placement in a visit booth if children are present in the main visit area.
- 12.16 The Centre has a video conferencing facility. The facility is used by prisoners from remote areas as a video visit.
- 12.17 Inspectors found that the criteria to suspend and ban visitors and the associated review process is not included in the information to visitors leaflet, nor displayed in the visitor's centre or visits area.

**Recommendation 28 (low):**

**The Centre provides information to visitors on the criteria used to ban or suspend visitors and the associated review process.**

- 12.18 Posters are evident in the visits processing area advising visitors who to contact if they have concerns about a prisoner.

**Telephone:**

- 12.19 Arunta telephones are available in each accommodation area including the detention unit. However, numerous prisoners expressed concern at the cost

of the calls, which they said considerably limited the contact they could have with their children and family.

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

- 12.20 Inspectors were advised by prisoners that whilst it was expensive, they can make overseas calls.
- 12.21 Prisoners may request assistance from the counsellor or psychologist and telephone calls may be requested and approval considered on a case to case basis.
- 12.22 Arrangements may be made in consultation with the Department of Child Safety for supervised contact and/or telephone calls with children. Primary carers are assisted by a counsellor to liaise with DOC and remain in contact with their children.

Mail:

- 12.23 There is no restriction on the number of letters a prisoner may send or receive.
- 12.24 Mail appeared to be processed and provided to prisoners in a timely manner and was observed to be processed in compliance with legislation and Agency procedures.
- 12.25 A review of the Centre’s privileged mail indicated it is managed in accordance with agency policy and procedures. There is a system in place for recording instances where mail is opened in error.

Newspapers:

- 12.26 At a minimum a newspaper is purchased for each accommodation area on a daily basis. However advice from prisoners, staff and observations by Inspectors suggests that newspapers are not provided to the prisoners each day and in some instances prisoner access to the newspaper is not timely.

Recommendation 29 (low):

The Centre ensures that newspapers are delivered daily to accommodation units.

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

Effective request and complaint procedures are in place, are easy to access, easy to use and provide timely responses. Prisoners feel safe from repercussions when using these procedures and are aware of an appeal procedure.

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

- 13.1 The Centre has fully implemented the Agency's complaints management system. The Centre logs the complaints when they are received, allocates them to the responsible manager and logs when the response is forwarded to the prisoner.
- 13.2 The prisoner handbook appropriately details the process for making a complaint including managing the matter at the lowest level and through blue letters, Official Visitor (OV) requests, Ombudsman visits and other external agencies. There are further notices about the Centre that reinforce the role of the OV. All prisoners indicated that they know how to contact the Ombudsman or the OV.
- 13.3 Inspectors found that blue envelopes used for prisoner complaints were not available in a manner that provided for anonymity, in that prisoners requiring blue envelopes had to request them from staff. Anonymity was an increased issue in the residential area where there was no mail box available and all mail including blue envelopes had to be handed to custodial staff.

### Recommendation 30 (medium):

The Centre implements a practice whereby prisoners can access and post blue letters in anonymity.

- 13.4 Prisoners advised that they had no difficulty lodging blue letters with the General Manager or contacting OV's and external agencies. There is no evidence to suggest that prisoners are pressured to withdraw complaints or discouraged from pursuing a grievance with an external body.
- 13.5 Prisoners indicated that they felt they could ask staff for help in lodging a complaint so long as the complaint was not against a staff member. The prisoners felt that they were more likely to ask another prisoner for help.
- 13.6 Generally, it appears that prisoners do not face recrimination following lodgement of a complaint. However management of the Centre are currently dealing with a matter where an officer has initiated a breach against a prisoner following allegations made by her.
- 13.7 Centre management does not analyse the complaints data thereby are missing the opportunity to identify possible systemic issues or trends and therefore take preventative action.

### Recommendation 31 (low):

The Centre considers instituting a process whereby prisoner complaint data is captured and analysed for systemic issues or trends.



## Standard 14 - Legislative Requirements

*Note this standard has been addressed above*

## Standard 15 - Substance Related Needs

Prisoners with substance-related needs, including alcohol, are identified at reception and receive effective treatment and support throughout their stay in custody. All prisoners are safe from exposure to and the effects of substance use while in prison (*Note: Non-clinical assessment by Inspectors*).

- 15.1 The Reception Store, Health Services and counselling staff carry out assessments on the day of a prisoner's reception, these assessments include the identification of prisoners with substance abuse needs. Health Services apply a medical regime to alleviate withdrawal and detoxification, whilst counselling staff provide counselling, assessment and program support. Information is provided to custodial staff to ensure awareness and monitoring of these prisoners. Health Services staff identify if follow up is identified during this process, with prisoners being referred to the visiting medical officer and/or the mental health team. Prescribing regimes conform to Queensland Health policy and protocols.
- 15.2 Health Services and psychological services communicate regarding prisoners requiring an integrated approach. Psychological staff provide effective support to prisoners during and post clinical intervention when necessary.
- 15.3 Health Services staff provide information to prisoners on blood borne viruses. Health Services, through the visiting medical officer, has a process of referral to Queensland Health specialist services based at public hospitals.
- 15.4 A range of drug and alcohol awareness programs have been promoted and posters are in evidence. The Health Services also provide an Opiate Treatment Program for prisoners accommodated in this facility.
- 15.5 Substance testing of prisoners is conducted in line with Agency policy and procedures.
- 15.6 The intelligence officer demonstrated a sound pro active intelligence gathering and target identification process. This was supported by substance testing, searching and targeting of visitors with the itemiser and PADD dogs.
- 15.7 During the previous 12 months
  - 12 visitors were identified by PADD dogs or the itemiser as giving drug indications;
  - 5 incidents of drug related finds; and
  - 4 prisoners failed drug tests.

PERFORMANCE RATING FOR THIS AREA

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

## CHAPTER 4

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### HEALTH SERVICES

#### Standard 16 - Health Services

*With the transition of responsibility for prisoner health care to Queensland Health this Standard was not examined by Inspectors. Instead the Offender Health Services Branch will issue a separate report.*

## CHAPTER 5

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### ACTIVITIES

#### Standard 17 - Learning, Skills Development and Purposeful Activity

Learning and skills development meets the assessed needs of prisoners. Prisoners are encouraged and enabled to learn both during and after sentence, as part of Prisoner management planning; and have access to good library facilities. Sufficient purposeful activity is available for the total prisoner population.

- 17.1 The profile of the Centre is small and in terms of productive and meaningful employment there are few opportunities. There is currently no Integrated Vocational Educational Training. However, prisoners do have the opportunity on occasions to enrol in modules of certificate courses in the tailor-shop and kitchen. At the time of the Inspection an external tutor was facilitating training in the tailor-hop that was very well received by the prisoners.
- 17.2 It was observed by the Inspectors that many prisoners were found to be inactive during the working day, congregating in the common areas in both secure and residential to talk, play cards or smoke cigarettes.

#### Recommendation 32 (medium):

The Centre review the structured day to ensure that the prisoners have the maximum opportunity to engage in supervised meaningful activity.

- 17.3 Prisoners were being assessed with the Education and Vocational Needs Assessment tool. These assessments were found to be minimal in detail and comprehensiveness, and Education Plans provided insufficient information for the needs of the offenders. A sample of Offender Management Plans indicated the Educational & Vocational Needs Assessment (EVNA) were reviewed and supplemented with information at the point of interview. A review of Offender Management Plans (OMP), E&VNA and Education Plans indicate that processes for assessment and recommendations for activities are taking into account the assessed needs of prisoners. However, as noted previously the E&VNA documents present with little detail or analysis, and educational plans are basic and under developed.

#### Recommendation 33 (medium):

The Centre undertakes to develop their practices in relation to the collection of data for the Education and Vocational Needs Assessments, to ensure a more detailed analytical assessment supports the recommendations contained in the education plan.

- 17.4 Discussions with staff and a review of prisoner's IOMS files indicated that all offenders were completing Literacy and Numeracy Screenings. Those prisoners serving shorter periods of imprisonment are able to request assistance through education staff. Individual assessments such as the

Literacy and Numeracy Screening allow for inclusion in any scheduled remedial programs. However, this relies on voluntary participation and many prisoners from disadvantaged and remote indigenous communities do not have the capacity or willingness to engage without higher levels of support. Due to the number of prisoners from disadvantaged backgrounds and from remote indigenous communities, more focus in basic areas such as literacy and numeracy is needed.

**Recommendation 34 (medium):**

**The Centre investigates promoting and increasing the opportunity for prisoners to engage in literacy and numeracy education.**

- 17.5 Where recommendations were being made for education and training, these focussed on the opportunities which existed and did not consider or express a need for innovative programs or activities.
- 17.6 It was noted that prisoners have faced difficulties in accessing Education staff. Previously, Education staff visited the Women's Centre from the Male Centre to provide a service, generally on request. During the onsite Inspection it was noted that the Women's Centre had an Education Officer working within the Centre. Prisoners complained that application forms often were not delivered or spent too much time sitting with supervisors before being forwarded on. This is thought to impede the opportunities for prisoners to engage with professional staff.

**See Recommendation 8**

- 17.7 There is currently insufficient extra-curricular activities available to women prisoners that could be considered supportive for resettlement and designed to enhance women's self esteem. Few if any innovative programs relevant for the development of practical learning and skills development for indigenous prisoners from remote communities are available.
- 17.8 However, the Centre has received federal funding to partner with a local women's indigenous organisation to develop and implement a major personal support activity which encapsulates improving self-esteem; addressing victimisation and abuse; encouraging cultural identity; expression through various art forms and reintegration/transitional needs.
- 17.9 As a recently built facility, Townsville Women's Correctional Centre has modern well equipped facilities for delivering programs and services for employment, training and education, however, these are greatly under utilised as a result of the low average daily state of the Centre and the lack of developmental activities. For instance, the programs building for the secure units has been closed due to low numbers of prisoners. Also the tailor-shop takes up two large industrial bays where it may be better to condense the tailor-shop to one bay and use the other bay for another activity or industry.
- 17.10 Information on allocated hours for Adult Education and Vocational Training (AEVET) for Townsville Women's Correctional Centre indicates that the Centre has delivered in excess of its contracted teaching hours. Delivering to date 6630 hrs (or 105.7 percent) of its targeted contracted, Vocational

Education and Training (VET) teaching hours of 6000 hours for the financial year 09-10.

- 17.11 There are currently no integrated Vocational and Educational Training programs available in the centre. Integrated VET is targeted at training prisoners in specific industries and managed locally, but contracted and coordinated by the AEVET unit in Corrective Services.
- 17.12 Prisoners have indicated that there are no barriers in regards to opportunities for inclusion in centre based activities.
- 17.13 Unemployment and Hygiene Allowances are available for those prisoners who are exempt from work due to their health. A clearance must be obtained from the Health Centre.
- 17.14 No restrictions were noted for unemployed prisoners to participate in any activities or programs including physical recreation and hobbies.
- 17.15 The Centre utilises a structured day for program, employment and educational activities. Prisoners note that on occasions there are instances where they are unable to get to their scheduled activity due to changes in operational needs.
- 17.16 Shorter term prisoners without an OMP are able to make individual requests through the education staff for program inclusion however, consideration should be given to factors that impede prisoners' voluntary participation in education including poor self esteem, cultural stigma and patterns of sentencing and imprisonment that differ from those in male custody.

A higher proportion of women prisoners appear to spend short periods in custody, are released on supervision orders and returned to custody during the term of their orders. While spending long periods in custody overall, they are not subject to complete custodial periods of more than 12 months and fall below the cut-off for E&VNAs and OMPs. The opportunity for encouraging women prisoners' involvement in education and training through the OMP and review processes is limited and alternative strategies to foster involvement in education and training in both custodial and community environments may be needed.

**Recommendation 35 (medium):**

**The Agency review its education strategy for women as part of the Women's Strategy in order to foster better opportunities and advantage for women offenders in both custodial and community environments.**

- 17.17 The Centre has developed a method for monitoring and recording activity hours that extrapolates data on meaningful activities from all Centre activities.
- 17.18 The Centre has a Library in the Education Block. It was found generally to have a good range of materials although legal materials available to prisoners were considered by Inspectors to be too limited and inadequately stocked.

Recommendation 36 (low):

The Centre considers expanding its hard copy legal library.

- 17.19 The Centre advises that prisoners have access to the library at any time during the structured day when they have access to the Education Block. However, prisoners complained that access to the library and library materials was restrictive and that on occasions access to the library is delayed for hours due to officers' restricting movements. The library is situated outside of the Secure and Residential precinct.
- 17.20 Prisoners are of the view that limitations on borrowing are restrictive, and that on an occasion privileges had been lost for all due to one prisoner's actions. Inspectors noted from a review of PAC minutes that the borrowing limit was reduced to 2 books as the prisoners were not returning the books, however, this was reviewed and elevated to 4 books.



## Standard 18 - Physical Activity, Arts, Craft and Hobbies

There is a program of physical activities, arts and crafts and hobbies in place and prisoners are encouraged and enabled to take part in those activities.

- 18.1 All prisoners have the opportunity to attend at least two gym/oval sessions per week.
- 18.2 Inspectors observed a range of activities in progress. Whilst the range of activities appear to be based on the activities officers ideas of the needs of the prisoner population or based on suggestions from prisoners attending activity sessions. Inspectors found that no needs analysis was in place to identify the physical activity needs and interests of the prison population as a whole.
- 18.3 Few prisoners were observed attending Gym and the activity did not appear to be sufficiently designed for the profile of the Women's Centre, exercise being of a high impact nature. Management advised that there is a sports schedule that outlines a variety of activities that accounts for the prisoners' different needs and requests. (eg. soccer, volleyball, circuit, meditation/relaxation). However the majority of these are high impact activities. The Centre would benefit from undertaking a needs analysis of all prisoners.

### Recommendation 37 (medium):

The Centre undertakes a needs analysis of the population to identify suitable physical activities that meet the prisoners' needs and interests.

- 18.4 Prisoners in residential advised that they would like the opportunity to walk on the oval in the afternoon as a social and fitness activity.
- 18.5 The structured day identifies recreational activity sessions but leaves it very much up to the prisoner to decide on her attendance.
- 18.6 Inspectors found that activities staff do not participate in the prisoner induction program. Their participation may be the opportunity for them to promote personal fitness objectives for the prisoner population.
- 18.7 Inspectors found no evidence that the Centre substituted unsupervised exercise yard activity for gym/oval access.
- 18.8 Whilst all receptions undergo a medical assessment and may be identified as unsuitable for strenuous work. Inspectors were advised there is no formal link between Health Services and Activities or advice provided to activity officers regarding the prisoner's suitability to be involved in strenuous activity.

As previously recommended in the Full Announced Inspection of Capricornia Correctional Centre (Rec. 3) which states: *"The Agency investigates the possibility of Offender Health Services staff at Centres providing information to activities staff on an individual prisoner's suitability to engage in strenuous exercise"*.

- 18.9 A review of IOMS by inspectors indicated that there have been no injuries to prisoners during supervised activity sessions.
- 18.10 The Health Services staff provide leaflets and information on health promotions e.g. smoking cessation.
- 18.11 Inspectors found a good range of arts and crafts in place for prisoners. However Inspectors were advised the leatherwork program is currently provided to residential prisoners only.

**Recommendation 38 (low):**

**The Centre gives consideration expanding the leatherwork program to include prisoners accommodated in secure.**

- 18.12 Arts and Craft programs are available for prisoners and tutors are provided for prisoners in the Arts facility in the Education Block. Prisoners are permitted to have arts materials for in cell activity and the items permitted vary depending on secure or residential allocation. A good range of in cell/unit hobbies, arts and crafts are available and supported through prisoner purchases.
- 18.13 In cell/unit board games provided by the Centre are limited and no replacement program is in operation. In unit physical activity equipment is minimal, the secure and residential units are provided with a basketball hoop and ball, dip bars and a chin up bar. Inspectors observations suggest that the chin up bars and dip bars are not used, nor suitable for a female population.

**Recommendation 39 (medium):**

**The Agency establishes a uniform standard for provision of activities equipment in the accommodation units for women prisoners.**

## Standard 19 - Religious Activity

All prisoners are able to practise their religion fully and in safety. The chaplaincy plays a full part in prison life and contributes to prisoners' overall care, support and resettlement.

- 19.1 The Centre has a purpose built spiritual centre and an office for the chaplains. Chaplains and Inspectors were concerned that the spiritual centre had no decoration, equipment or religious artefacts to indicate that it is a spiritual centre. Chaplains reported that on some occasions staff use the spiritual centre for meetings or training and the chaplains access is restricted.
- 19.2 Centre management advised inspectors during the debrief that Facilities Services would not permit the attachment of religious artefacts or posters for a period of 12 months post the Centre's commissioning. However Facility Services advised Inspectors that no attachments can be made to any prison structure at any stage without their approval. They also advise that no application for the attachment of spiritual artefacts or posters have been received from Townsville Women's Correctional Centre.

### Recommendation 40 (medium):

The Centre consults with Facilities Services regarding the hanging of artefacts and other relevant decoration in the Spiritual Centre.

- 19.3 The centre has at least one Chaplain in attendance daily. Chaplains have access to prisoners throughout the centre.
- 19.4 Weekly worship is available to all prisoners and those who for safety or health reasons, are unable to access a religious service can request a chaplaincy visit.
- 19.5 Notices regarding chaplaincy visits and religious service timings and location were evident in the accommodation areas.
- 19.6 Prisoners can request the provision of religious artefacts. These are approved providing they do not pose a risk to security. However, the Inspectors were advised by chaplains that alter wine, rosary beads and crosses attached to necklaces were not allowed due to security concerns. This decision conflicts with practices in most other centres across the state.

### Recommendation 41 (medium):

The Centre reviews its practice in relation to access to alter wine and provision of religious artefacts to prisoners.

- 19.7 The chaplains provide an appropriate theme to services to celebrate religious festivals.
- 19.8 The chaplains are clearly involved in pastoral care of prisoners and provide support for identified prisoners during the release process.

## Standard 20 - Out of Cell Activities

All prisoners are actively encouraged to engage in out of cell activities.

- 20.1 Inspectors viewed log books and attended unlock and lock away activities at the centre. It was ascertained that prisoners are provided with approximately 11 hours out of cell time.
- 20.2 Inspectors viewed unit notices outlining the structured day in place at this facility. A review of movement log books and observation of the daily operation by Inspectors indicate that the structured day is generally adhered to.
- 20.3 Inspectors viewed log books, spoke to staff, prisoners and stakeholders and found no evidence that out of cell activities were cancelled unnecessarily.
- 20.4 No prisoner is excluded from the opportunity to be considered for work or activities.
- 20.5 All accommodation units, including the Detention Unit and Safety Unit have easily accessed open air areas. Inspectors found that prisoners on safety orders and those segregated for punishment have access to open air areas.
- 20.6 Prisoners reported that they feel safe in this facility including whilst attending activities. All activities appeared to be well supervised.
- 20.7 The gymnasium was well equipped and prisoners have access in line with the structured day timetable.
- 20.8 The secure unit exercise yards are provided with steel expanded metal bench seating. This furniture did not appear comfortable or conducive to prisoners association. The furniture provided throughout the centre is fabricated from metal, uncushioned and fixed in position. Inspectors found it uncomfortable and not supportive of social interaction.
- 20.9 Inspectors appreciate that from a security and safety perspective in areas with potential for high risk behaviour by prisoners this furniture is prudent. A review of IOMS reported incidents and the general profile of female prisoners suggests that consideration could be given to the suitability of this furniture in significant areas of the centre.

### Recommendation 42 (medium):

The Centre reviews the style of furniture provided to the accommodation units and if additional furniture is to be purchased, consideration should be given to purchasing that which is most suitable to the needs and risk of the prisoner population. Consideration should also be given to the purchase of soft furnishings.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

## CHAPTER 6

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### GOOD ORDER

#### Standard 21 - Security, Good Order and Rules

Security and good order are maintained through positive staff-prisoner relationships based on mutual respect as well as attention to physical and procedural matters. Rules and routines are well-publicised, proportionate, fair and encourage responsible behaviour.

- 21.1 Staff and prisoner relationships generally appear positive. However, during the period of the inspection there appeared to be little interaction in the secure units with the prisoners, thereby missing important opportunities to manage the prisoners on an individual level. On a number of occasions, Inspectors also noted that grilles appeared to be deployed in the units regardless of prisoner behaviours or the activities that were occurring in the unit.
- 21.2 The intelligence function is active in the centre and undertakes important profiling prior to prisoners being received into the centre. The intelligence staff also work closely with the CLO to gather important family and relationship information.
- 21.3 On reception, the prisoners are required to participate in a search requiring the removal of clothing. However during the period of inspection no prisoners were received into the centre so this process could not be observed. Searches requiring the removal of clothing for drug detection testing were conducted in accordance with the Agency's policies and procedures.
- 21.4 Rules are published throughout the centre. Initially the centre structured day was not available for prisoner access, however, this was attended to during the period of inspection. During the period of inspection and from discussion with prisoners it appeared that rules and routines are applied consistently. It would appear that generally when decisions are made, prisoners are provided with the decision, the reasoning behind the decision and have the opportunity to appeal those decisions.

#### Use of Force:

- 21.5 The centre does not appear to have a high rate of use of force. A review of IOMS data identifies that for the period 31 March 2009 to 31 March 2010 there were 29 incidents involving the use of force, which most typically referring to the application of restraints. When the incidents involving the use of force were reviewed, many instances related to situations involving prisoners currently being managed with significant behavioural issues.
- 21.6 The intelligence unit keeps a record of all incidents and advise that they monitor the statistics for emerging patterns and trends.

21.7 78% of the custodial staff have relevant accreditation in control and restraint.

[See Recommendation 15](#)

## Standard 22 - Discipline

Disciplinary procedures are applied fairly and for good reason. Prisoners understand why they are being disciplined and can appeal against any sanctions imposed on them.

### Safety Orders:

22.1 A review of Safety Orders by Inspectors found a number of anomalies in practice at TWCC including:

- incorrect use of Temporary Safety Orders;
- incorrect time frames noted on Safety Orders;
- copies of Safety Orders not available in the safety unit for the prisoners who were accommodated there; and
- incorrect use of Safety Orders.

22.2 In relation to the above, the Centre advised it was considered that the reasons for these anomalies may be associated with lack of training and knowledge of staff unfamiliar with the process.

See Recommendation 17 & 19

### Breaches of Discipline:

22.3 A random selection of breaches were reviewed. In general the breaches were compliant with Agency procedure and appropriate in conduct. Prisoners were afforded the opportunity to present their case and to request a review. It was noted on a number of occasions, when a review was requested, the officer appeared to make an independent assessment of the circumstances and decreased the penalty.

22.4 There was some procedural aspects of concern which included:

- during one hearing the camera operator was taking the camera off the prisoner and panning the room;
- in another a security officer was overly aggressive to the prisoner; and
- an officer undertaking the hearing of a breach would write verbatim the prisoners submissions and that of any witnesses and would repeatedly tell the prisoners to speak slowly and say only a couple of words at a time thereby making the hearing take an extremely long time and potentially restricting the prisoners argument flow.

Recommendation 43 (low):

The Centre provides some training to staff in the conduct of breaches.

22.5 Prisoners are advised at the time of induction and reminded in the prisoner handbook of the disciplinary process and the opportunity to appeal. During



the breach process prisoners are advised that they may request a review of the determination and penalty.

22.6 There was no evidence of undue delays in the hearing of disciplinary matters including reviews.

22.7 There is some evidence of alternatives to breaching occurring. However there are a very high number of breaches occurring at the centre. In a 12 month period the following rate of breaches have been observed:

- TWCC 130 breaches per 100 prisoners
- TCC 104 breaches per 100 prisoners
- MCC 73 breaches per 100 prisoners
- BCC 28 breaches per 100 prisoners
- BWCC 89 breaches per 100 prisoners

**Recommendation 44 (high):**

The Centre undertakes a review of the breaches to determine if breaching is the most effective response to an incident.

22.8 All major breaches in the centre are heard and reviewed in the interview room of the Detention Unit, which in the Inspectors opinion could suggest a presumption of guilt.

**Recommendation 45 (low):**

The Centre considers undertaking breach hearings in an alternative location to the Detention Unit.

22.9 From a review of the Detention Unit logbook over a 3 week period prior to the Inspection there was no evidence of the doctor attending the prisoners and the information was insufficient to suggest that close monitoring of the prisoners and their well being was occurring.

**Recommendation 46 (medium):**

The Centre liaise with the Health Centre in an effort to ensure that a doctor attends the Detention Unit every seven (7) days and that staff record all attendance and supervisory activities in the appropriate log book.

22.10 There were several instances noted of unofficial and collective punishments including:

- Removal of microwaves from the secure units following an incident (microwaves were still absent from the units at time of inspection, but have since been reinstated);
- Temperature reduction of the hot water in the secure units following an incident (temperature still reduced);
- Toasters removed from residential units on allegations that a prisoner used them for lighting a cigarette (have been returned); and

- Delay of phone access to a non-smoker while a group task of collecting cigarette butts was undertaken.

22.11 Management advised that the removal of the microwaves and the adjustment to the temperature of the zip boilers was a risk management strategy. However, Inspectors view these actions as punishments against prisoners who were not responsible for the incident and that similar incidents have occurred in other centres and there has been no record of generalised punitive action.

Recommendation 47 (medium):

The Centre takes steps to ensure that collective punishments are not applied.

## Standard 23 - Remuneration and employment

Prisoner employment and remuneration is well-publicised, designed to improve behaviour and is administered fairly, transparently and consistently.

- 23.1 Two weeks prior to the Inspection the new Agency's procedure on remuneration and employment was implemented. As a consequence there were a number of prisoners who appeared unhappy with their remuneration. Some staff were also coming to terms with the intention of the procedure. However, the Centre was attempting to implement the changes with minimal disruption and appeared compliant with the procedure.
- 23.2 The tailor-shop is the only industry available for the prisoners. This industry is very well organised, is a very supportive environment and provides a number of skills for the prisoners. At the time of inspection a vocational education program was in place with an external tutor in attendance. However, it is considered that the skills provided will be of limited value for the prisoners when released.

### Recommendation 48 (medium):

The Agency assists the Centre to develop employment opportunities for the prisoners that will equip them with skills to seek employment in the community and to provide an avenue within their period of incarceration to develop their self esteem and self worth.

- 23.3 The tailor-shop takes up two large industrial bays. One bay is devoted to sewing machines and the other to cutting. The Centre may find it advantageous to condense the tailor-shop to one bay, thereby allowing the second bay to be used for other vocational pursuits. The tailor-shop also houses a large uncommissioned embroidery machine.

### Recommendation 49 (low):

The Centre reviews the possibility of condensing the tailor-shop to one bay, thereby allowing for the spare bay to be used for other activities.

### Recommendation 50 (low):

The Centre considers commissioning the embroidery machine to diversify opportunities for skill development for the prisoners.

- 23.4 Other work placements include domestic duties in the units, food services, landscaping, cleaning and reception store. The accommodation status of the prisoners does affect some access to employment, however this is in line with the additional trust and reduced security aligned to those positions.
- 23.5 Currently the centre's employment profile lists 111 positions. For the week ending 11 March 2010 there were 32% (29 actual) prisoners unemployed.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

## CHAPTER 7

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### SERVICES

#### Standard 24 - Food

Prisoners are offered varied meals to meet their individual approved dietary requirements and cultural beliefs. Food is prepared in accordance with safety and hygiene regulations.

- 24.1 The meals provided appeared healthy and approved by the Agency's dietician. Generally the food appears to be of a good quality and sufficient in quantity. However the Inspectors received a number of complaints that the food was frequently not suitable for indigenous prisoners who come from the remote communities. The complaints include: too much potatoes and pasta (with prisoners' having a preference for rice as a substitute); too many spices; not enough seafood. There were other general complaints including: oranges, apples and bananas the only fruit supplied; little variety of vegetables (carrots consistently on menu); the menu has consecutive days of the same meat (eg. sausages).

**Recommendation 51 (medium):**

The Centre considers raising the matter of the menu with the wider Indigenous prisoner population with a view to obtaining an understanding of cultural preferences and make amendments if considered appropriate.

- 24.2 A review of PAC minutes indicates that a number of these complaints have been raised previously. A review of the attendees at the PAC meetings indicates that the Food Services Supervisor has attended once in the past 12 months.
- 24.3 The kitchen is maintained in a clean state both during and at completion of any food preparation. Storage areas are organised and clean. The preparation and distribution of food appears adequate to prevent tampering with food.
- 24.4 There is a very small number of special meal requests, which are typically for medical reasons. The prisoners affected advise that they are well catered for and that the staff are diligent in ensuring that the correct food is supplied.
- 24.5 Screening is done in association with QHealth. During the time of Inspection, personal protective equipment was generally worn and in the case where a worker was seen without gloves, staff quickly rectified the matter.
- 24.6 There is a well developed induction program in place that all prisoners attend prior to commencing work. The induction program is a combination of audio visual, trade instructor delivery and tests. Strategies are in place for those prisoners with difficulties with literacy or language.
- 24.7 Inspectors were advised that twice per year modules of TAFE accredited certificate programs in the areas of food preparation are conducted in the kitchen.

- 24.8 The lunchtime food was observed to be taken to the units between 10.00 and 10.30am. While this appears early the food is a cold preparation so the units have the capacity to store the trays. The Food Services Supervisor advises that the food needs to be delivered at that time so that the trolley and boxes are returned and cleaned prior to the prisoner workers returning to the units. The temperature of all foodstuffs leaving the kitchen are routinely taken and documented.
- 24.9 Due to the microwaves being removed from secure custody at the time of the inspection, prisoners did not have the capacity to reheat the meals or to heat any of their own purchases. As is stated above, review of the PAC minutes indicates that microwaves were removed due to an incident over 12 months previously and that the prisoners were advised this would not be reviewed and they had no need for access to a microwave. Microwaves have been returned post-Inspection.

## Standard 25 - Prisoner Purchases

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

- 25.1 The prisoners have a reasonable range of food items that can be purchased weekly and the costs appear comparable to that of a supermarket. The list of items for purchase is available in each unit. Price changes are managed in accordance with procedural guidelines.
- 25.2 Inspectors were advised that a review was being undertaken of the range of items available for purchase from the canteen. However, from the list currently available there were a number of items, compared to other centres, that were absent as identified by the Inspectors and prisoners these include: tinned fish, sardines, oysters, baked beans, spaghetti, variety of nuts such as almonds, facial cleanser, variety of spreads, choice of razors, shaving cream, dried fruits and a lack of range in some other items. The range of goods available did not always appear to reflect the needs of the population. From a review of PAC minutes it appears that prisoners have requested items for inclusion on the buy-up list, however there does not appear to be any systematic consultation with the prisoners.

### Recommendation 52 (medium):

The Centre, in consultation with the prisoners, undertakes a review of the items available for purchase.

### Recommendation 53 (low):

The Centre considers instituting a regular and systematic process for reviewing the items for purchase with the prisoners.

- 25.3 Prisoners are advanced money on reception to purchase tobacco and cigarette papers only.
- 25.4 There was no established policy on late applications for canteen purchases for prisoners on reception or absent from the centre. The decision appeared to rest with either the unit officer or the administration assistant in the store.

### Recommendation 54 (medium):

The Centre develops a policy on late applications for canteen purchases.

- 25.5 Prisoners are able to access their trust account details through their unit officer. Prisoners indicated that they often felt that the amount they were charged was different to the amount that they had calculated. The prisoners advised that they would like a copy of the invoice for their purchases so that if a discrepancy had occurred they can keep track of the money they spend. It is noted that this matter has been raised previously through the PAC.

Recommendation 55 (medium):

The Centre considers providing the prisoners with an itemised copy of the receipt for their purchases.

- 25.6 Prisoners are able to make ‘town purchases’ each fortnight. Prisoners advise that the officer responsible for attending to the purchasing does a good job. However, they advised that they are unsure of what they are able to purchase and would like to have some written direction on this. This matter was also raised during a PAC meeting on 15 April 2009. They also advise that when they request a town purchase that is not approved they would like to know the reason for the decision.

Recommendation 56 (low):

The Centre considers providing the prisoners with an itemised copy of the receipt for their purchases.

- 25.7 The delivery of the bagged items seems appropriately supervised.
- 25.8 Prisoners can only select from a very limited (3) range of magazines. The number and range of magazines for purchase is considerably less than any other centres such as Woodford Correctional Centre (150), Capricornia Correctional Centre (95) and Wolston Correctional Centre (52).

Recommendation 57 (medium):

The Centre provides a greater range of magazines for purchase.

- 25.9 A good range of in cell/unit hobbies, arts and crafts are available and supported through prisoner purchases.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.



## CHAPTER 8

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### RESETTLEMENT

#### Standard 26 - Strategic Resettlement

*Note: This standard is dealt with in conjunction with Standard 28 - Resettlement Pathways).*

#### Standard 27 - Offender Management Planning (*Incorporating classification*)

Prisoners serving sentences of 12 months or more have an offender management plan based upon an individual assessment of risk and need, which is regularly reviewed and implemented throughout and after their time in custody. Prisoners, together with all relevant staff, are involved in drawing up and reviewing plans.

#### Classification and Offender Management Planning:

- 27.1 Generally, security classification decisions were found to be appropriate for the circumstances of individual offenders based on the current system. Of the prisoner classifications that were sampled, all were carried out in consideration of legislative and procedural requirements.
- 27.2 As was stated in the Brisbane Women's Correctional Centre Inspection Report, the Inspectors were concerned that the current classification tool may not be suitable for female prisoners given their differing offending profiles and needs from that of male prisoners. Advice has been received that the Agency has commenced reviewing the classification system for female prisoners.

As previously recommended in the Full Announced Inspection of Brisbane Women's Correctional Centre (Rec. 69) which states: "*The Agency continues to undertake the review of the system of classification for female prisoners*".

- 27.3 At the time of the on-site Inspection, a significant portion of sentenced prisoners, approaching half the population, were classified as low security. This represents the highest proportion of low security prisoners housed in a secure centre in the state. The fact that Townsville does not have a permanent Low Security Centre does not allow for the movement of low classification prisoners to a low facilities facility external to the centre and goes some way to explain the higher percentage figure.
- 27.4 The prisoners attached to the Bowen Work Camp, when on stand down are accommodated in the decommissioned Women's Low Custody Centre in the TCC precinct.
- 27.5 This facility comprises of five houses surrounded by a chain link and electrically alarmed fence. Two of the houses are utilised for prisoner accommodation and another as a staff administration area. The accommodation whilst somewhat dilapidated provides a homely, relaxed and comfortable environment for the prisoners. Further it provides for low

custody management and conditions in keeping with the classification of these prisoners.

- 27.6 During the Inspection advice provided to Inspectors indicated that plans existed to cease this accommodation arrangement in the near future. This suggesting that the Work Camp prisoners on stand down may need to be accommodated in the Secure Centre.
- 27.7 Inspectors are concerned that if this occurs it would disadvantage women prisoners in the North Queensland by restricting their access to low custody environments in keeping with their security and identified needs.

**Recommendation 58 (medium):**

**The current accommodation for Bowen Work Camp prisoners on stand down be retained until appropriate alternate low custody accommodation is provided.**

- 27.8 A sample of SPA documents were reviewed during the Inspection. It was noted that while the recommendations in the SPA documents lacked specificity, the comments of the approving officer provided details in relation to the reasons for the decision and were found to be appropriate and in accordance with Agency procedures.
- 27.9 Inspectors were of the view that in several of the documents reviewed, more specific factors needed to be identified in relation to the reasons for the recommendations from the sentence management panel to the authorised delegate (eg. non completion of offence specific programs or specific analysis of the type and nature of the breaches or incidents that the prisoner has been involved in).
- 27.10 In the sample reviewed, all offenders who were serving custodial periods of imprisonment greater than 12 months had an Offender Management Plan developed. However, whilst there were several instances where significant delays were found in completing the OMP documents, generally speaking, reviews were carried out at required intervals within reasonable variations.
- 27.11 All prisoners reviewed in the sample were found to have their security classifications and escape risk assessments completed. There were individuals with noticeable delays in completion of documents, however, the most recent instances were completed within procedural timeframes.
- 27.12 A sample of recently completed Offender Management Plans (OMP) were reviewed. These were considered to be of a satisfactory standard and took into account the interventions services that were available. Reasons for recommendations and decisions were well laid out and represented a balanced appraisal of the offenders' treatment and resettlement needs (that were available for women) including criminogenic, educational and vocational training needs; and resettlement planning post release.
- 27.13 Goals outlined in the plan were supported by assessments from psychological and educational services. It has been noted previously that the educational assessments need more detail and analysis in their assessment. These were incorporated into the recommendations of the OMP.

- 27.14 Offender Management Plan Reviews were found to be scheduled at appropriate 12 monthly intervals and completions were generally found to be within reasonable timeframes. There was one case identified where there was an unexplained delay of some months in the processing of a review.
- 27.15 Inspectors were unable to review the interview processes at the time of the on-site Inspection as none were scheduled. A desktop review of documentation indicates that panels include a broad based representation of panel members or input via reports. Individual interviews were being conducted for the purpose of assessments.
- 27.16 There were at the time of the inspection no women categorised as DPSOA prisoners at Townsville Women's Correctional Centre. However, processes are in place to ensure that offenders being discharged to community with reporting requirements are informed of the arrangements for managing their risk in the community through community based supervision.
- 27.17 Although few intervention programs are available for women, those programs scheduled appeared appropriate based on Agency policy. Monitoring and facilitation of the programs is completed in conjunction with assistance and advice from central office. Trained facilitators are available for conducting the scheduled intervention programs.
- 27.18 An A05 staff member has recently been appointed to manage the offender management cases in the Townsville Women's Correctional Centre, however, until recently that person was physically located in the male centre. At the time of the Inspection, Inspectors were advised that that position would be relocated into the female centre to ensure that the offenders had direct access to a sentence management staff member responsible for their case.
- 27.19 A sample of offender management documents indicates that there is a broad range of inputs from all areas into the development of offender management plans.
- 27.20 Inspection of prisoners' sentence management files indicated that files were stored and maintained in an acceptable manner. The centre has a lockable compactus and excessive files were not located on staff desks. The centre staff also displayed awareness about the importance of confidentiality.

Placement and Transfer:

- 27.21 Townsville Women's Correctional Centre is the only secure women's centre from the Central to Northern Region outside of South East Queensland. Therefore, inter-prison transfers are rare and are undertaken only in the case of serious security or health related issues. Therefore generally transfers do not impact on offender management planning, delivery of interventions and plans for release.
- 27.22 The only low security facility currently serving the Women's Centre is the Bowen WORK Camp. Inputs into the classification and transfer of offenders to the Work Camp facility are provided by unit and professional staff who have involvement with the prisoners.

Discharge:

- 27.23 Where prisoners are transferred to South East Queensland, transfers to TWCC are able to be arranged as part of their discharge planning in their last review prior to discharge.
- 27.24 Those prisoners who have their parole revoked and are returned to custody were found to have their classifications and offender management plans reviewed.
- 27.25 Prisoners who have been sentenced to life imprisonment or indeterminate sentences are identified during the admission process and appropriate referrals are made to professional staff.
- 27.26 No complaints from women offenders were received about classification. Prisoners are provided with personal interviews where decisions are explained to them and copies of the documents are provided to prisoners.
- 27.27 Facilities for video conferencing are available for women for legal and family reunification purposes.
- 27.28 The centre has a process for interviewing prisoners prior to release and that the terms and conditions of their parole orders are explained to them as part of their discharge processing.
- 27.29 Prisoners are not provided with suitable bags for discharge upon release if they require them.

Recommendation 59(medium):

The Centre provides suitable carry bags for prisoners who are discharged to ensure that they are not identifiable to the general public as released prisoners.

## Standard 26 and 28 - Strategic Resettlement and Resettlement Pathways

Resettlement underpins the work of the whole establishment, supported by strategic partnerships in the community and informed by assessment of prisoner risk and need.

Prisoners' resettlement needs are met. An effective Centre response is used to meet the specific needs of each individual offender in order to maximise the likelihood of successful reintegration into the community.

### Transitions:

- 28.1 The Centre has access to two Transitions Coordinators who have overall responsibilities for the Townsville Correctional Centre Complex (Male Secure and Low Custody and Female Secure Custody Centres).
- 28.2 Operationally, these persons are based within the male centre and manage the Transitions needs of female and male offenders based on priority across all three centres. In managing their workload one coordinator mainly focuses on Transitions Program Delivery and one on Transitions Support Services.
- 28.3 Due to the physical location of the Transitions Coordinators in the male centre, Inspectors are of the view there is an overall lack of presence in the female centre and therefore the ability of prisoners to speak to the Coordinators relies on a request basis.
- 28.4 Inspectors conducted interviews with the Coordinators who report that they have a good working relationship with each other and offender management staff. However, it is noted that they sometimes have difficulty getting access to women prisoners for interviews where they may be engaged in fulltime employment areas such as the kitchen or industries. This indicates that on occasion, Transitions is viewed by some staff as a lower priority than that of employment or core programs or this may be more accurately explained by the fact that neither of the Transitions Co-ordinators is located at TWCC. They do visit the centre but they do not necessarily schedule their visits in line with the structured day, so rather than seeing the prisoners outside of work hours in accordance with the structured day routine they want to see them whenever they happen to be visiting TWCC.

### See Recommendation 8

- 28.5 The Women's centre has completed one full Transitions Program in the last 6 months (November 2009). In view of the centres state of 84 prisoners, this appears to be adequate, with the next program to be scheduled when the number of longer term prisoners becomes appropriate. Transitions Support Services statistics indicate that 101 modules have been completed for women prisoners in the last 12 months.
- 28.6 Offender management plans and reviews provide evidence of continuity in planning for community reintegration with recommendations for Transitions programming and use of the transitions support services for those offenders at an appropriate time prior to their release dates. Recommendations for inclusion in Transitions programs were found to be included at an early stage prior to release.

- 28.7 The centre interviews all offenders for assessment and documentation reviewed by Inspectors indicates that recommendations for inclusion of Transitions programs and Services are being recommended as part of the resettlement strategy for prisoners.
- 28.8 Transitions Support Services available to all prisoners in the Centre and includes assistance through the department of housing in situations where prisoners may be having difficulty finding accommodation upon release.
- 28.9 Employment agencies are engaged as part of this process to assist prisoners with employment prior to and after release.
- 28.10 The Transitions Coordinators advise that they review the discharge diaries to prioritise those prisoners being discharged within three months and also strive to ensure that they are able to interview all prisoners with shorter sentences as soon as possible.
- 28.11 Transitions Plan are developed during interview and tailored to meet the individual needs of offenders.
- 28.12 The Centre advises that it has recently begun developing individualised plans for prisoners involved in the Transitions Support Services.

Programs:

- 28.13 TWCC has a small prisoner population comprised of remand, short and long term prisoners. The daily state at the time of the onsite inspection was approximately 84 prisoners of whom only a small number would be eligible for inclusion in programs intended to address offending behaviour.
- 28.14 Programs staff advise that the limited numbers of offenders and minimum size program caps mean that waiting lists for programs can be extended while sufficient numbers of prisoners are built up to commence a program.

Recommendation 60 (medium):

The Agency review the attendance limits for programs so as to not disadvantage prisoners' based at smaller centres.

- 28.15 The centre has facilitated a Making Choices program which had participants who had been convicted of violent and sexual offences. This was successful and the Offender Programs Unit has requested specific feedback.
- 28.16 The Agency has a limited range of criminogenic intervention programs available at the centre - with a program schedule that only includes Ending Family Violence for the next 6 months. There are no significant or comparable programs available to suit women offenders who offend in a violent or sexually violent manner.
- 28.17 It is widely acknowledged that a large number of female offenders have been victims of domestic violence and/or sexual abuse. Currently there is little provision of any specific treatment programs in this regard. A large proportion of women also experience mental health conditions and illegal

drug use. There does not appear to be an Agency strategy for management of these specific treatment needs.

- 28.18 It is recognised that the offending profiles of women and men differ markedly, as do the environments and circumstances in which these prisoners conduct their offending. Having regard to the limited availability of programs targeted to the specific needs of women, concern is held that this results in inequitable opportunities for women to address issues of criminality and to effectively participate in targeted interventions that will enhance prospects for effective interventions and resettlement.

As previously recommended in the Full Announced Inspection of Brisbane Women's Correctional Centre (Rec. 76 which states: *"The Agency reviews the program type and availability for female offenders and develops strategies to address the therapeutic treatment of the needs of female prisoners."*)

- 28.19 The centre has the capacity and the willingness to engage with community groups and indeed has spent significant time and money visiting these communities and hosting visits from community members to set up meaningful and productive relationships with them for the benefit of the indigenous women accommodated at the centre. Inspectors were advised that the major difficulty is getting the commitment and follow-through from these groups to continue engaging with the centre. Inspectors were told that this is a constant source of frustration and disappointment for the cultural team. Despite community based agencies such as Community Justice Groups receiving funding to provide a service to prisoners they do not visit regularly or participate in centre services and events, even when the centre funds their transport and accommodation.

- 28.20 The recent development of Wellbeing Centres in a number of remote indigenous communities may provide renewed opportunity to engage with community groups.

**Recommendation 61 (medium):**

**The Centre investigates whether a mutually beneficial relationship can be developed with the Wellbeing Centres located in the far north.**

- 28.21 Monitoring of the quality of Offender Management Services is overseen by Central Office and the outcomes of program reviews and the development of policy are taken into account with the cooperation and advice from Centre staff.
- 28.22 Whilst the centre has a small range of educational and vocational programs available, some prisoners have concerns that they do not have access to a fulltime education officer.
- 28.23 Given the profile of the centre with a high proportion of offenders presenting with needs in literacy and numeracy, stronger emphasis may be needed in relation to the provision of literacy and numeracy skills to allow not only for preparation into educational courses and vocational training, but also as an avenue for improving self esteem. At the time of the onsite inspection a large proportion, 64% of offenders, were from an indigenous background drawn from urban and remote communities with a high level of needs in relation to literacy and numeracy.

- 28.24 There is support from a small number of indigenous prisoners within the centre to make literacy and numeracy mandatory for those persons with a screening assessment identifying needs in this area. Stating that the lack of literacy and numeracy skills presents as an embarrassment for many offenders, particularly those from an indigenous background and a system requiring voluntary enrolment for offenders may not be effective. Improvement of skills in this area supports preparation for ongoing educational and vocational training as well as developing positive self esteem.
- 28.25 Interviews with prisoners also indicate that there is little support for offenders engaged in Tertiary Studies. It should be noted that during the inspection the centre has made efforts to have a fulltime education officer present and to also instigate an innovative project to have senior volunteers with education backgrounds to visit the centre and support offenders involved in tertiary education.
- 28.26 Prisoners are able to utilise services and support through the Transitions Coordinators and Education staff for employment, vocational or educational training after release and provide satisfactory opportunities for prisoners to apply for work or education prior to release. This is supported by the availability of relevant information packs for prisoners.
- 28.27 Probation and Parole Officers (PPOs) are members of the parole interview panel. Health and social care needs are identified through the parole process and incorporated in the parole report which is provided to the relevant Probation and Parole Office upon release to the community. Offenders released to Court Ordered Parole are interviewed by a PPO as prescribed in the Exit procedure prior to release, to assist in transition to the community. The PPO attends the centre at least weekly.
- 28.28 Inspectors were advised that if a prisoner required palliative and end of life care she would be managed by QHealth upon release. Similarly prisoners who have current and serious or enduring mental health issues are managed by QHealth.
- 28.29 Prisoners are able to establish bank accounts prior to release and assistance is provided through the Transitions Coordinator.
- 28.30 The Centre utilises an Electronic Shopfront (EShopfront) system which provides electronic communication to be directed to resettlement services staff.
- 28.31 The centre has been instrumental in organising a parenting program for those offenders identified with needs in this area. A back to basics Centacare's EIS program, which delivers a basic parenting course for young mothers, is proposed as an addition to the centres schedule of programs. Negotiations are currently being undertaken to progress the delivery of this program.
- 28.32 Women prisoners have indicated that due to their roles as mothers and carers, there is also a need for engagement with staff from DOCS to provide information and assistance with issues related to the care of their children. This is outside of routine case planning.



- 28.33 Playgroups are offered once per week and are supervised by a Senior Practitioner, Activities Officers, with DoCS staff from the Townsville Child Safety Centre in attendance where necessary.
- 28.34 Interviews with prisoners indicate that there are significant delays in receiving important information such as their sentence calculation after sentencing or when there are changes in the construction of the sentencing information.
- 28.35 Discussions with sentence management staff indicate that prisoners are usually provided with their sentence information when they are interviewed for their initial classification. The classification process and interview may take significant periods of time to complete due to underlying factors in the assessment process.

PERFORMANCE RATING FOR THIS AREA

Rating	Description
2	Performing reasonably well against the inspection criteria. There is some evidence of adverse <u>outcomes</u> for prisoners in only a small number of areas however there are no significant concerns.

## APPENDIX A

### Townsville Women's Correctional Centre Full Announced Inspection Recommendations

1	Low (p.2)	The Centre considers the allocation of a dedicated vehicle with a permanently fitted and appropriate baby capsule/restraint seat for the transportation of children or alternatively that only staff who have been appropriately trained are responsible for fitting the capsule on each occasion.
2	Medium (p.5)	Timetabling of psychological/counselling staff is undertaken in a manner that ensures prisoners spend minimum time in holding cells in the reception store.
3	Medium (p.6)	In relation to the prisoner reception process, the Centre:  (a) includes questions that address: <ul style="list-style-type: none"> <li>• preservation of accommodation and employment in the community,</li> <li>• legal rights such as solicitor access,</li> <li>• obtaining help with personal problems, and</li> <li>• prisoners responsibilities towards their dependents.</li> </ul> (b) records in IOMS - responses and referrals to services.
4	Medium (p.9)	The Centre, in consultation with the Agency, explores opportunities to alter the aesthetics of the environment to reflect the population.
5	Medium (p.10)	The Centre reviews Agency procedures to identify those that are relevant and require the development of specific local procedures.
6	Medium (p.10)	The Centre considers establishing a Local Noticeboard specifically for TWCC which will allow for easy sourcing of procedures and matters relevant to the Centre, and contribute to the development of its unique identity.
7	High (p.10)	The Centre immediately implements a process whereby cell intercoms are also tested by master control and recorded.
8	Medium (p.12)	TCC and TWCC management investigate the possibility of having a fully dedicated staff complement for TWCC, including but not limited to custodial staff, Cultural Liaison Officer, Transitions Officer, Education Officer and sentence management staff. These staff should be physically located at TWCC and receive appropriate training in the management of the specific prisoner needs.

9	Medium (p.13)	The Centre reviews its unit management methodology to ensure staff have the opportunity to engage with prisoners in a manner that promotes meaningful interactions.
10	Medium (p.15)	The Centre ensures that monthly Behavioural and Employment reports and Behavioural Report Summaries are completed as required by Agency procedures.
11	Medium (p.15)	Where prisoners may require additional assistance and/or support due to their special needs (e.g. due to a medical condition or disability), the Centre ensures that care plans are developed in consultation with Queensland Health.
12	Medium (p.17)	The Centre distributes its strategy for the reduction of violent and intimidatory behaviour
13	Low (p.17)	The Centre includes their stance on bullying and the consequence of behaving in such a manner in the Prisoner Handbook.
14	Low (p.17)	The Centre considers engaging prisoners in the development of a centre wide strategy aimed at confronting and reducing intimidatory and violent behaviour.
15	Medium (p.19)	The Centre implements strategies to reduce the percentage of staff who do not have current accreditation in core competencies including CPR, First Aid and Control and Restraint.
16	High (p.20)	The Centre ensures that At Risk Management Plans and IMPs are communicated to staff undertaking the management of the prisoner in a manner that is clearly understood and acknowledged and that a system of version control is implemented to ensure the plans in place are current.
17	Medium (p.20)	The Centre develops a local procedure for the operation of the Safety Unit.
18	Medium (p.20)	The Centre ensures that a copy of the Safety Order is available where the prisoner is accommodated to provide direction for staff.
19	High (p.20)	The Centre implements practices that ensure compliance with Agency Procedure - Safety Orders.
20	High (p.21)	The Centre ensures that Risk Assessment Team meetings are chaired by a qualified psychologist or other staff designated by procedure.
21	High (p.21)	The Centre ensures that Risk Assessment processes applied at the Centre comply with legislation and procedure.

22	Medium (p.21)	The Centre ensures that staff involved in risk assessment are provided with training and guidelines with a view to ensuring that processes focus on risk assessment.
23	Medium (p.23)	The Centre develops and implements a strategic plan to provide opportunities for cultural expression and development amongst women Indigenous prisoners.
24	Low (p.23)	Management considers the creation of a focus group of indigenous prisoners to assist in directing cultural opportunities within the Centre.
25	Medium (p.26)	The Centre undertakes some redecoration of the Mothers and Babies Unit to make it appropriate and stimulating for the children.
26	Low (p.28)	The Centre explores the opportunity to link computers in the visits processing area.
27	Medium (p.29)	The Centre considers trialling alternative strategies in the operation of the visits area to create a more family conducive environment
28	Low (p.29)	The Centre provides information to visitors on the criteria used to ban or suspend visitors and the associated review process.
29	Low (p.30)	The Centre ensures that newspapers are delivered daily to accommodation units.
30	Medium (p.31)	The Centre implements a practice whereby prisoners can access and post blue letters in anonymity.
31	Low (p.31)	The Centre considers instituting a process whereby prisoner complaint data is captured and analysed for systemic issues or trends.
32	Medium (p.35)	The Centre review the structured day to ensure that the prisoners have the maximum opportunity to engage in supervised meaningful activity.
33	Medium (p.35)	The Centre undertakes to develop their practices in relation to the collection of data for the Education and Vocational Needs Assessments, to ensure a more detailed analytical assessment supports the recommendations contained in the education plan.
34	Medium (p.36)	The Centre investigates promoting and increasing the opportunity for prisoners to engage in literacy and numeracy education.

35	Medium (p.37)	The Agency review its education strategy for women as part of the Women's Strategy in order to foster better opportunities and advantage for women offenders in both custodial and community environments.
36	Low (p.38)	The Centre considers expanding its hard copy legal library.
37	Medium (p.39)	The Centre undertakes a needs analysis of the population to identify suitable physical activities that meet the prisoners' needs and interests.
38	Low (p.40)	The Centre gives consideration expanding the leatherwork program to include prisoners accommodated in secure.
39	Medium (p.40)	The Agency establishes a uniform standard for provision of activities equipment in the accommodation units for women prisoners.
40	Medium (p.41)	The Centre consults with Facilities Services regarding the hanging of artefacts and other relevant decoration in the Spiritual Centre.
41	Medium (p.41)	The Centre reviews its practice in relation to access to alter wine and provision of religious artefacts to prisoners.
42	Medium (p.42)	The Centre reviews the style of furniture provided to the accommodation units and if additional furniture is to be purchased, consideration should be given to purchasing that which is most suitable to the needs and risk of the prisoner population. Consideration should also be given to the purchase of soft furnishings.
43	Low (p.46)	The Centre provides some training to staff in the conduct of breaches.
44	High (p.47)	The Centre undertakes a review of the breaches to determine if breaching is the most effective response to an incident.
45	Low (p.47)	The Centre considers undertaking breach hearings in an alternative location to the Detention Unit.
46	Medium (p.47)	The Centre liaise with the Health Centre in an effort to ensure that a doctor attends the Detention Unit every seven (7) days and that staff record all attendance and supervisory activities in the appropriate log book.
47	Medium (p.48)	The Centre takes steps to ensure that collective punishments are not applied.

48	Medium (p.49)	The Agency assists the Centre to develop employment opportunities for the prisoners that will equip them with skills to seek employment in the community and to provide an avenue within their period of incarceration to develop their self esteem and self worth.
49	Low (p.49)	The Centre reviews the possibility of condensing the tailor-shop to one bay, thereby allowing for the spare bay to be used for other activities.
50	Low (p.49)	The Centre considers commissioning the embroidery machine to diversify opportunities for skill development for the prisoners.
51	Medium (p.51)	The Centre considers raising the matter of the menu with the wider Indigenous prisoner population with a view to obtaining an understanding of cultural preferences and make amendments if considered appropriate.
52	Medium (p.53)	The Centre, in consultation with the prisoners, undertakes a review of the items available for purchase.
53	Low (p.53)	The Centre considers instituting a regular and systematic process for reviewing the items for purchase with the prisoners.
54	Medium (p.53)	The Centre develops a policy on late applications for canteen purchases.
55	Medium (p.54)	The Centre considers providing the prisoners with an itemised copy of the receipt for their purchases.
56	Low (p.54)	The Centre considers providing the prisoners with an itemised copy of the receipt for their purchases.
57	Medium (p.54)	The Centre provides a greater range of magazines for purchase.
58	Medium (p.56)	The current accommodation for Bowen Work Camp prisoners on stand down be retained until appropriate alternate low custody accommodation is provided.
59	Medium (p.58)	The Centre provides suitable carry bags for prisoners who are discharged to ensure that they are not identifiable to the general public as released prisoners.
60	Medium (p.60)	The Agency review the attendance limits for programs so as to not disadvantage prisoners' based at smaller centres.
61	Medium (p.62)	The Centre investigates whether a mutually beneficial relationship can be developed with the Wellbeing Centres located in the far north.

## APPENDIX B

### Inspection Team

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