

Office of the Chief Inspector
Follow-up Inspection Report
Townsville Correctional Centre

November 2010



1 BACKGROUND

- 1.1 The Townsville Correctional Centre (TCC) was subject to its first Full Announced Inspection against the *Healthy Prison Standards* as detailed in the Queensland Corrective Services Healthy Prisons Handbook in August 2009. The inspection report was published in October 2009. The Centre received an overall rating of four meaning that:

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.

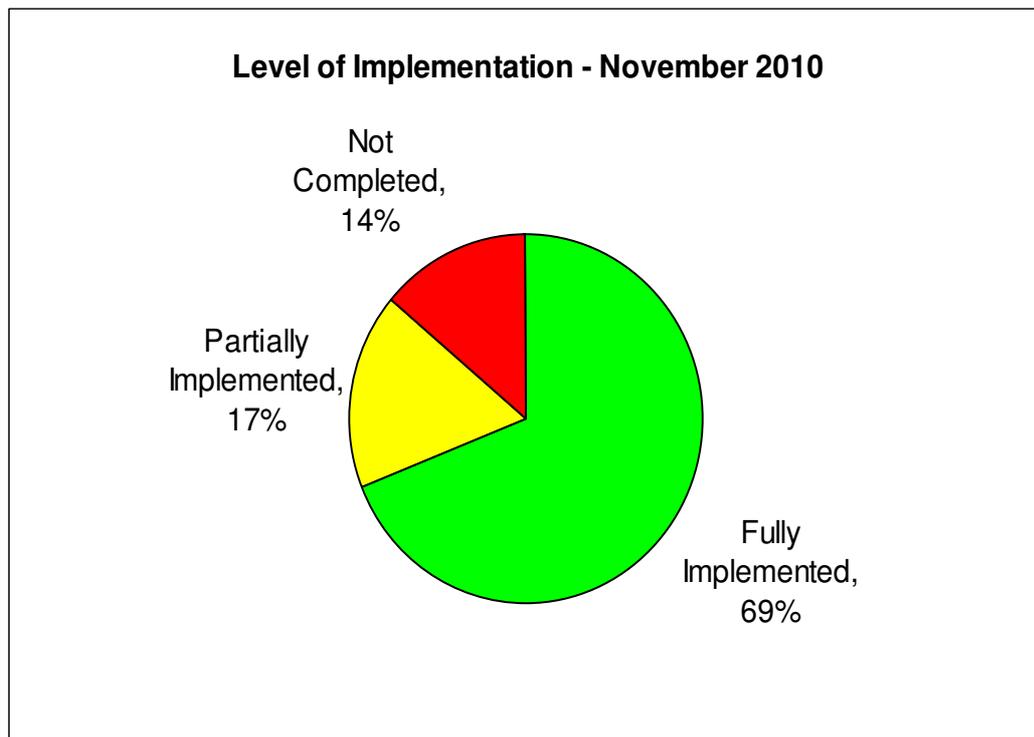
- 1.2 Seventy-two recommendations for improvements were made in the report which were broken down into the following priority ratings:
- 16 high recommendations;
 - 50 medium recommendations; and
 - 6 low recommendations.
- 1.3 As is currently the practice, the Office of the Chief Inspector carries out Follow-up Inspections of a correctional centre approximately 12 months after the Full Announced Inspection Report is published to examine and report on the progress the Centre has made in relation to the implementation of recommendations.
- 1.4 As part of the follow-up process, a Centre is asked to submit a folder of evidence which details documentary evidence to demonstrate the implementation of each recommendation. Inspectors review this material and also attend the Centre to examine evidence of the implementation of the recommendations on the ground.
- 1.5 Only high and medium recommendations are examined by Inspectors. Inspectors do not measure the implementation of low priority recommendations.

2 SUMMARY OF FINDINGS

- 2.1 From 11 to 16 November 2010, this Office undertook a Follow-up Inspection of TCC. This involved meeting with prisoner representative groups, attending visits sessions, observing practices and speaking with staff and prisoners. Prior to this the Inspectors had scrutinised the information provided by the Centre in the evidence folder.
- 2.2 It was acknowledged by the Inspectors, at the completion of the Full Announced Inspection, that the Centre had a difficult and challenging task ahead of them to make inroads into the large number of recommendations. This was particularly so given potential obstacles that included the age and design of some of the infrastructure, some

strongly entrenched customs and practices at the Centre and an element of 'change-resistant' culture.

- 2.3 In these circumstances Inspectors were encouraged to find that the Centre appears to have made a concerted effort to address many of the recommendations. Inspectors determined that of the 65 (high and medium) recommendations: 45 are considered to have been completed, 11 partially completed and 9 not completed.



- 2.4 Those recommendations that have not been adequately addressed and require further work are identified in the attached table (marked as red and yellow).
- 2.5 Two areas where Inspectors consider that outstanding progress has been made are staff training and sentence management compliance. It was evident that considerable effort has been made by the staff involved to obtain these results. The Inspectors were also heartened to see the attention that is now being given to infrastructure refurbishment.
- 2.6 There remain however a number of important and complex areas that need further attention. Inspectors are concerned that the 'change-resistant' culture among some staff is hampering the general progress of the Centre¹. Also of specific concern is: prisoner supervision and staff-prisoner interaction; prisoners' access to services; the structured day; and Safety Order compliance.

¹ For an example of this see recommendation 51 where although centre management have purchased unit activity equipment, staff refuse to introduce it in some units.

2.7 Regardless of these concerns, the Inspectors congratulate the Centre on the work that it has undertaken in addressing a large number of recommendations to-date and look forward to observing its continued progress and achievements.

3. RECOMMENDATIONS

3.1 It is recommended that the Centre take steps to implement those recommendations identified by Inspectors as unimplemented or requiring further work.

**Townsville Correctional Centre Follow Up Inspection
Response to Recommendations**

		RECOMMENDATIONS	ASSESSMENT OF CENTRE RESPONSE
1	Medium	Arrangements are made for all long haul escorts to have a comfort break at periods not to exceed 2.5 hours. This condition is to be documented in the operational plan, recorded in an escort log and the log checked and verified by the Manager Centre Services at the completion of the escort.	<p>COMPLETED</p> <p>The Centre advised that they have undertaken one long haul escort of prisoners in the last 12 months. Inspection of the operational plan for this escort clearly demonstrated that direction to escort staff included comfort breaks at regular intervals of less than 2.5 hours. Inspectors were unable to review the vehicle log as the vehicle was undertaking escorts during the period of inspection.</p>
2	High	The Centre ensures that all vehicles maintain a pre-journey checklist (which includes air-conditioning checks), first aid kit, emergency water supplies and a log to record activity (including prisoner welfare checks). This process is required to be documented and audited on a regular basis.	<p>PARTIALLY COMPLETED</p> <p>Inspectors found that the pre-journey checklist had been filled out by the escort officer, however they are not being counter signed by the safety and security officer, suggesting that a check of the vehicle had not been undertaken by this member of staff. A historical review of the pre-journey checklist log found that prior to the last two weeks there were a significant number of checklists unsigned by Centre service supervisors. Inspectors consider that more work needs to be done, to enshrine the appropriate processes.</p>
3	Medium	The Centre seeks to establish a documented process with the proper officer of the court to manage prisoners who have been discharged from court and who have no funds and thus are required to return to the Centre to collect their property and money.	<p>NOT COMPLETED</p> <p>Inspectors found that there has been little progress in the addressing this recommendation.</p>

4	High	The Centre ceases the practice of using the holding area in the Harold Greg Units and in consultation with Offender Health Services reviews its reception assessment practices in this regard.	COMPLETED Medical assessments on reception are no longer conducted in the Harold Greg Units.
5	Low	The Centre ensures that each prisoner categorised and assessed under Section 5 a) to e) of Protection Procedure has a current protection assessment or review of protection needs documented on IOMs.	Low - not reviewed by Office of Chief Inspector
6	High	The Centre designs and implements a comprehensive induction program supported by a comprehensive prisoner handbook. The Centre is to develop and implement a Local Procedure for Induction in accordance with s3.2 of Induction Procedure. The Centre should also ensure that adequate facilities and staff are provided for when conducting Induction interviews.	PARTIALLY COMPLETED The Centre provided as evidence, a Powerpoint presentation, Acknowledgement Form and Checklist, Session Outline, prisoner Induction Handbook and local procedure. From a review of the session outline it appeared that the Induction would have taken about 3 hours and was to be conducted as a group once per week. At the time of the follow-up inspection, the Centre advised that the Agency procedure has a requirement that inductions were to be completed within 48 hours of the prisoner's arrival. The Centre was in the process of reviewing its whole methodology for induction in light of this procedural requirement.

7	High	<p>The Centre review its procedures to ensure all new reception prisoners are provided with the opportunity of a reception telephone call. The Centre considers incorporating a checklist into its induction process.</p>	<p>NOT COMPLETED</p> <p>The Centre provided copies of a local procedure on prisoner induction with an attached check list listing a reception phone as a required prisoner provision. The centres management of prisoner reception calls continues to be based on the placement of \$5 into the prisoners' telephone account and the processing of telephone numbers onto the Arunta system. Inspectors observed the reception of a prisoner during the Inspection which included discussion and advice to the prisoner regarding a reception phone call initiated by the reception store officer.</p> <p>However, Inspectors were advised by prisoners that reception calls in many cases are not being provided on the day of reception. Some staff confirmed this. Inspectors could find no file notations (on IOMS) which record that call has been facilitated. Further, that whilst \$5 is placed in their Arunta telephone account on the day of reception - this has to be reimbursed by the prisoner to the Centre at a later date. Prisoners further advised that in many cases this process does not provide the ability to undertake calls on the day of reception due to delays in processing phone numbers onto their phone account. This was confirmed by unit staff.</p>
8	Low	<p>The Centre ensures that cells for new receptions are available for occupancy when the prisoners arrive in the accommodation unit.</p>	<p>Low - not reviewed by Office of Chief Inspector</p>

9	Medium	The Centre develops a coordinated plan for the use of the different accommodation blocks to ensure that they are appropriately utilised having regard to the risks and needs of the prisoner population.	<p>PARTIALLY COMPLETED</p> <p>The Harold Greg Unit (also known as S15, S16, S17) is no longer operational. Protection prisoners have moved to a discrete unit (previously the Women's Centre) and the mainstream prisoners were dispersed about the Centre. The library that was previously located in the HGU has also been relocated.</p> <p>While the decommissioning of the Harold Greg Unit is seen by Inspectors as a very positive step forward, it is noted that protection prisoners are still doubled-up in their new location. Inspectors encourage management to pursue some other options to avoid doubling-up including the conversion of some residential accommodation behind the protection unit into protection residential.</p>
10	Medium	The Centre, in conjunction with the Agency, reviews the maintenance needs of units S15 to S19 and makes necessary arrangements for refurbishment.	<p>COMPLETED</p> <p>S15 - S17 have been closed. S18 - S19 cells have commenced being refurbished including painting, reshelving and shower repairs. QBuild have also been engaged to provide insect screens to each unit.</p>
11	Medium	The Centre undertakes necessary maintenance and makes arrangements for the repainting of the farm accommodation.	<p>PARTIALLY COMPLETED</p> <p>The Centre has progressed well on the refurbishment of the prisoner rooms on the farm. Currently 30 rooms have been completed with another 30 to go. Progress on the work is contingent on suitable prisoner labour being available. Following the completion of the rooms the intention is to commence in the common rooms.</p>

12	Medium	The Centre develops a contingency plan to address the evacuation of disabled prisoners in the event of an emergency.	<p>PARTIALLY COMPLETED</p> <p>The Centre provided a copy of a draft local Code White procedure that gives specific instruction on the 'Evacuation of prisoners with a disability/mobility problem'. There was also intention to include additional duties in the checklist for the field commander that related directly to the management of prisoners with a disability during times of evacuation.</p>
13	High	The Centre develops a local procedure that addresses all relevant issues concerning the accommodation of 17 year olds.	<p>COMPLETED</p> <p>The Centre was advised that as an Agency procedure has been developed there is no requirement for a local procedure.</p>
14	Medium	Centre reviews the standard of mattresses and pillows contained in units S15, S16, S17, S18 and S19 and replace as appropriate.	<p>COMPLETED</p> <p>S15, S16, S17 are no longer operational. In May 2010, all mattresses and pillows were reviewed and replaced. The mattresses remain in a good condition, however, prisoners removed the protective coating from the pillow due to the heat (the rooms are not air conditioned). The Centre is sympathetic to the prisoners concerns and are attempting to source a different product.</p>
15	Medium	The Centre establishes a process to ensure that requests for access to prisoner property are actioned in a timely fashion.	<p>COMPLETED</p> <p>The Centre has established an electronic shopfront request system that includes requests to access personal property held in the reception store. Discussions with prisoners and staff indicated that generally this provides for timely access to the reception store.</p>
16	Medium	A standard list of items approved for prisoners to keep in their cells be prepared, distributed and displayed.	<p>COMPLETED</p> <p>The Centre provided copy of the list of items secure and residential prisoners can keep in their cells. The list is available in the prisoner handbook and on some noticeboards/display areas.</p>

17	High	The Centre institutes processes to ensure that prisoners receive their legislative and procedural entitlements and that staff carry out their duties in a consistent and fair manner.	<p>PARTIALLY COMPLETED</p> <p>There is some evidence (e.g. mail distribution) that suggest that staff are recognising the prisoners’ legislative entitlements, however, it is considered that there is a range of areas that still required addressing (e.g. separation orders). Prisoners also continued to report that staff are inconsistent in their management of the prisoners and in undertaking their duties.</p>
18	Medium	The Centre reviews its practices to ensure that staff actively engage with prisoners.	<p>PARTIALLY COMPLETED</p> <p>There is some evidence that some staff are making attempts to actively engage with prisoners. The Centre is further hopeful that with the full implementation of the Townsville Service Delivery project that there will be enhanced prisoner engagement. However, Inspectors observed and also received advice that particularly in Secure, staff remain resistant to interact with prisoners beyond what is operationally necessary.</p>
19	Medium	An effective method be introduced to manage prisoner requests and an audit process be applied to ensure timely assistance by relevant staff.	<p>PARTIALLY COMPLETED</p> <p>Prisoner requests are now being managed through an electronic shopfront system called “E-Shopfront”. This system allows for prisoner requests to be sent electronically to the requested person for an immediate response. A response can be provided back through the system - with the unit officer then being responsible for relaying the message to the prisoner.</p> <p>This system however has not been as effective as originally thought given that it takes away the ability for the prisoner to ask further questions and also relies on the information being passed through a third party. The system is therefore currently being revised at the Centre to ensure the implementation of the system does not prevent a personal service for prisoners.</p>

20	Medium	Compliance with Centre case note and behaviour report requirements be strengthened and an audit process implemented to ensure accountability of the practice.	<p>COMPLETED</p> <p>A random review of case notes and behavioural reports found that these were being entered consistently and within time frames. Officers were able to discuss their process for the allocation of offenders to ensure that behavioural case reports were completed for each offender. The supervisor provided a copy of the audit report which reviews the consistency of the case notes and reports - ensuring that policy is being adhered to.</p>
21	High	Unit and trade instructors be reminded of their duty of care and structures be put in place to ensure frequent and regular patrolling is undertaken.	<p>PARTIALLY COMPLETED</p> <p>The Centre provided a draft procedure for Musters, Headcounts and Patrols. They also provided copies of emails sent to Secure, Residential and Laundry staff advising them of the expectation of regular patrols and that these patrols are to be documented in the unit log books. H _____</p> <p>_____</p> <p>_____</p> <p>Inspectors visited the laundry and found trade instructors actively involved with prisoners on the shop floor. Further an inspection of the log book found a record of patrols of the area by staff indicated that this is occurring on a regular and frequent basis.</p>
22	Medium	<p>The Centre ensures that appropriate notices/posters relating to:</p> <ul style="list-style-type: none"> • prisoner self-harm/suicide; and • anti-bullying; <p>are displayed in the visitor Centre.</p>	<p>COMPLETED</p> <p>Inspectors found that notices and posters are prominently displayed in the visitors Centre in compliance with this recommendation.</p>

23	Medium	Centre addresses the currency of suicide awareness, CPR and first aid accreditation of the staff.	<p>COMPLETED</p> <p>The most recent Correctional Practices Competency Assessment (CPCA) identified that 98.53% staff are accredited in First Aid, 89.09% in CPR and 97.05% in Suicide Awareness. This is a significant improvement when it is considered during the Inspection that the percentage accredited was 84%, 65% and 80% respectively. The Centre has been asked to address the CPR accreditation.</p>
24	Medium	Centre addresses the currency of cross cultural accreditation of the staff.	<p>COMPLETED</p> <p>The most recent Correctional Practices Competency Assessment (CPCA) identified that 99.41% of staff are currently accredited, which equates to 2 staff not competent. This is a significant improvement when considering that during the Inspection 65 staff accreditation had expired.</p>
25	Medium	The Centre takes steps to improve the service provision to indigenous prisoners offered by the CLO's.	<p>COMPLETED</p> <p>The Centre provided a Powerpoint presentation on its service delivery model and statistics on video and telephone linkups for the past 2 years. It also provided a copy of the local Induction Procedure which requires CLO's to undertake an induction on an Indigenous prisoner (known as the Cultural Needs and Identity Induction) within 2 days of their arrival. However, success of the efforts is hampered by the difficulty in recruiting CLO's. At the time of the follow-up inspection there was only 2 out of 5 CLO staff available and due to other commitments for the next 2 days no CLO's would be in the Centre.</p>
26	High	The Centre implements procedures to ensure prisoners have the opportunity for a personal visit of a minimum of one hour.	<p>NOT COMPLETED</p> <p>Inspectors were advised by prisoners that the first visit session of both visit days is scheduled for a period of one hour; however the actual contact time with visitors is less than the scheduled one hour. The Centre has accepted this and advised that it is reviewing the visit times hopefully resulting in all sessions being scheduled for more than one hour.</p>

27	Medium	The Centre reviews its structured day and its operation to ensure staff are available to provide supervision of visits area.	COMPLETED During the Inspection the visit area was well resourced with staff.
28	Low	The Centre gives consideration to providing resources in the visits area to facilitate play opportunities for children.	Low - not reviewed by Office of Chief Inspector
29	Low	Centre considers providing the opportunity for visits to be booked in person by a visitor when they attend for a visit.	Low - not reviewed by Office of Chief Inspector
30	Medium	Written direction is provided to staff to clarify the management of visitors who arrive late.	COMPLETED The Centre provided Inspectors with a copy of a memorandum from the General Manager to all visits staff. The memo directed that all visitors who arrive late are afforded the option of joining the next scheduled session subject to availability.
31	Medium	Written advice be provided to visitors by way of information leaflets and notices in the visitors Centre outlining the process for making complaints and contacting Centre management.	COMPLETED Inspectors found notices displayed in the visitors Centre advising visitors of the process of making complaints. This information is contained in a leaflet made available to visitors.
32	Low	The Centre fully investigates the viability of installing vending machines in the visits area.	Low - not reviewed by Office of Chief Inspector
33	High	The Centre ensures that it complies with Agency procedure in carrying out a search requiring the removal of clothing.	COMPLETED Inspectors observed a number of searches requiring the removal of clothing and found that they complied with Agency procedure.

34	High	The Centre implements a documented and auditable process to ensure prisoners mail is processed in a timely fashion.	<p>COMPLETED</p> <p>The Centre provided a copy of the “Mail Bag Register” used to register when unit mail bags are not returned to the desk after mail is issued and when mail bags are returned with mail still in them. Notifications go to the Manager and the Supervisor. There were only 7 instances of bag not returned noted in approximately 11 months. Prisoners did not express any concerns with the management of mail.</p>
35	High	The Centre introduces an accountable request system for prisoners who wish to see an Official Visitor.	<p>COMPLETED</p> <p>The current procedure dictates that prisoners request to be listed for an Official visitor through unit officers who inform the General Manager’ secretary who coordinates these visits. No issues or concerns from the prisoners were raised regarding their ability to see an official visitor or the process for requesting such a visit.</p>
36	Medium	The Centre ensures that all staff complete Code of Conduct training.	<p>COMPLETED</p> <p>The Academy provided advice that only 5 staff (from both custodial and non-custodial) are yet to complete the Code of Conduct training.</p>
37	Medium	The Centre identifies all prisoners who are eligible for Educational and Vocational Needs Assessments and ensure that the assessment has been completed.	<p>COMPLETED</p> <p>Inspectors were advised that all prisoners are assessed for Educational and Vocational Needs Assessments during the reception process by the Education Officer. In addition all prisoners who are on remand are also assessed with this assessment remaining in draft until such time that they are sentenced. A review of IOMS confirms that this is occurring. The senior practitioner is also responsible for ensuring that all offenders who are eligible for the assessment are captured, with this being conducted by an audit/progress checklist which is maintained on a fortnightly basis. The Manager Offender Development also conducts a further audit of a random 10% of all receptions for the week.</p>

38	Medium	The Centre identifies all prisoners who are eligible for Literacy and Numeracy Screening and ensure that the screening is completed in accordance with Educational and Vocational Needs Assessment Procedure.	<p>COMPLETED</p> <p>As with the Educational and Vocational needs assessments the Numeracy and Literacy screening is also administered at the time of reception to ensure that all prisoners are captured. A review of IOMS confirms that this is occurring.</p>
39	High	The Centre reviews its management of protection prisoners to ensure they have equal opportunity to engage in all activities.	<p>COMPLETED</p> <p>Discussions with staff, prisoners and a review of Centre activity schedules indicates that protection prisoners generally have equal opportunity to engage in the full range of activities.</p>
40	High	The Centre reinforces adherence to the structured day, address the issues of late unlocks and incorrect headcounts.	<p>NOT COMPLETED</p> <p>A review of unit log books indicates that particularly in the case of unlocks that the structured day is not being adhered to. The Centre is currently in consultation with its LWCC regarding a review of the structured day.</p>
41	Medium	The Centre ensures that education staff take a proactive role in providing information, advice and guidance to prisoners regarding education and vocational training in an appropriate format/s.	<p>COMPLETED</p> <p>The Centre is now capturing all offenders for vocational and educational assessments during reception, with an education referral form which prisoners can complete at any time within their unit. Additionally, all upcoming courses are advertised two weeks prior to commencement.</p> <p>The Centre also had display stands made to store leaflets for employment and education to ensure that this information is available for all prisoners. The Centre was also holding a careers day for the prisoners to learn about employment upon release and educational/job skills that can assist in this endeavour while incarcerated. This has been organised in consultation with 'Advance to Work' with consideration being given to the market trends for determining what courses will be made available for up skilling prisoners for the work force.</p>

42	Medium	The Centre monitors the assessment and provision of learning skills based on OMP's.	<p>COMPLETED</p> <p>Guidelines and assistance has been provided by the Offender Management Branch in order to increase the quality of the Offender Management Plans, in addition to senior staff implementing a sample audit process for oversight of these assessments. As a result of these changes the plans now detail a more holistic approach to the offenders needs.</p>
43	Medium	The Centre ensures that education staff take responsibility for the organisation and provision of library services in both facilities and that the library is reflective of the needs of the prison population.	<p>NOT COMPLETED</p> <p>The library is located in the McCann units. The room is an old programs room with cleaning equipment stored in one corner. The library is not accessible for all prisoners and the procedure for the library is not clear as various people had different opinions as to the availability and opening hours of the library. Although there are many books there of a variety of ranges they are quite old and have been donated via chaplains and the Aitkenvale Library. The Manager Offender Development however, advised that he was able to source approximately \$3000 to improve the quality of the resources and books available. Additionally, an index of the library books is being provided to the prisoners however, upon speaking to them they advised that they rarely use the books as they do not like to choose from a form given when they cannot read what the book is about. Additionally, the library trolley is only available on either a Monday or a Wednesday, depending on the unit and the legal books are stored in a locked cupboard with prisoners having to put in a request form to access them.</p>
44	Medium	Centre ensures that newspapers are delivered daily to accommodation units.	<p>COMPLETED</p> <p>Inspectors found that there have been major improvements in the daily delivery of newspapers to prisoner accommodation units. Prisoners reported that generally they are receiving newspapers on a daily basis.</p>

45	Medium	The Centre reviews the provision of activities to units S15, S16 and S17 with a view to increasing meaningful activity.	COMPLETED S15, S16 and S17 are no longer occupied by prisoners.
46	Medium	The Centre implements a process to ensure elderly prisoners are assessed by Health Services staff before being permitted to engage in strenuous exercise.	Not reviewed by the Office of the Chief Inspector.
47	Medium	The Centre review art and crafts provision, with the aim to increase opportunities for prisoners to be occupied in supervised (classroom) and unsupervised (in cell/unit) activities.	COMPLETED Inspectors were advised that there had been some problems with the arts and crafts provisions as an order, which should have been placed by the last tutor, was not and thus it then took some time to obtain further supplies. However, this was completed and approximately \$8000 worth of supplies had now been delivered to the Centre. The extra provisions have therefore contributed to the ability of prisoners to engage in such activities either in their cell or in the two classrooms provided. The Centre has also re-introduced leather work into the Centre which is reported to be a very popular activity.
48	Medium	The Centre review its provision of chaplaincy access to prisoners in secure and detention unit accommodation.	COMPLETED The Centre has undertaken a review of chaplaincy access and service provision to prisoners. The review has resulted in the development of a local procedure that outlines the provision of access to prisoners in all areas of the facility. Inspectors have reviewed this local procedure and found that it complies with the recommendation.
49	Medium	The Centre introduces a system for identifying prisoners not involved in work, programs and activities with a view to encouraging prisoners to be involved in out of unit/cell activities.	NOT COMPLETED Inspectors were advised that this recommendation has not been implemented.

50	Medium	The Agency considers standardising the in-cell and unit exercise and hobby activity and equipment in secure and residential accommodation on a state-wide basis.	<p>COMPLETED</p> <p>On 1 November the Agency produced the procedure “Meaningful Activities for Prisoners” which provides an Appendix which details the standardised unit activities.</p>
51	High	The Centre reviews its provision of in unit activity equipment.	<p>PARTIALLY COMPLETED</p> <p>Attempts have been made to increase the amount of in-unit equipment through the rationalising of equipment throughout the Centre and the purchase of new equipment. Sport and Recreation kits which include: board games, balls, rackets, crunch bars have been made up. The new equipment was placed in secure however it was evident to the Inspectors that in some cases this equipment had not reached the prisoners as it was able to be located in a number of unit officers. Inspectors were advised that the issuing of the equipment was the subject of union concern.</p> <p>During the Inspection protection prisoners were very vocal about their perception of the lack of exercise and recreational equipment available.</p>
52	Medium	The Centre develops and initiates a strategy to enhance the role and function of the Intelligence section and the gathering of Intelligence information within the Centre.	<p>COMPLETED</p> <p>The Centre provided detail of the involvement of the intelligence unit in the daily and strategic functioning of Centre operations. The Intelligence Unit has undergone a restructure of roles and functions leading to an increased and proactive involvement in the daily operation of the Centre. They detailed and evidenced a range of successful and significant contributions to achieving productive outcomes in the management of prisoners and the centre.</p>
53	High	Rules be prominently displayed in key prisoner locations and published in the Induction handbook.	<p>COMPLETED</p> <p>The Prisoner Handbook provides comprehensive details on behavioural expectations and rules for prisoners. Inspectors viewed a number of area specific notices - detailing behavioural expectations and rules.</p>

54	Medium	The Centre addresses the outstanding control and restraint training needs.	<p>COMPLETED</p> <p>The most recent Correctional Practices Competency Assessment (CPCA) identifies that 98.26% of staff are competent in the area of Control and Restraint. There are 6 staff who are not competent. This is a significant improvement as the previous inspection identified 67 staff not competent.</p>
55	Medium	The Centre reviews breach and review determinations for consistency and fairness.	<p>COMPLETED</p> <p>The Compliance Officer undertook an extensive review of breach hearings undertaken. The compliance officer identified a number of remedial actions and indicated that a further compliance review would occur in early 2011.</p>

56	Medium	The Centre establishes a process to ensure that all legislative and procedural requirements of Safety order are complied with.	<p>NOT COMPLETED</p> <p>An inspection of the Safety Unit was undertaken. At the time one prisoner was being accommodated there and had been there for three days. Safety Unit staff were unable to provide Inspectors with a copy of this prisoner's Safety Order. Subsequent interrogation of IOMS by Inspectors identified that the prisoner did not have a current Safety Order and a check of IOMS 24 hours later found that this was still the case.</p> <p>From a review of the Safety Unit log book and IOMS prisoner case notes - Inspectors were unable to identify whether prisoners held on Safety Orders were being visited or examined by the medical officer (CSA 2006 s57)</p> <p>While an inspection of the detention unit identified a practice of having a copy of each prisoners' Safety Order available, it was discovered that one prisoner's Safety Order was not in the unit. A check of IOMS identified that a Safety Order had been approved. It may have been the case that due to the Safety Order being approved late Friday afternoon and the Inspection of the detention unit occurring on Monday - that provision of the signed copy had been delayed by the weekend absence of administration staff.</p> <p>Inspectors also identified that a prisoner (C82855) had been accommodated in the detention unit 12-15 November 2010 and was not subject to a Safety Order or Breach of discipline.</p>
57	Medium	The Centre reviews the portion allocation for the prisoners.	<p>PARTIALLY COMPLETED</p> <p>The Centre provided the Ration Scale Comparison and Food Inventory that compares the ration allocation across the Centres. The allocation at TCC was similar to that of other Centres. However during the Inspection prisoners continued to express concern regarding the insufficient quantity of food being provided and stated that in some instances some prisoners had not received a night meal.</p>

58	Medium	Unit Officers be required to closely supervise the distribution of food to prisoners.	<p>NOT COMPLETED</p> <p>Meals times are noted in the structured day timetable, however, there is no reference to the supervision of meal distribution. Inspectors were advised that discussion with LWCC on the structured day was still on going. There was no evidence that secure staff are supervising the distribution of meals. Further, as noted in Rec 57, the lack of staff supervision is most probably a contributor to some prisoners not receiving an acceptable evening meal.</p>
59	Medium	The canteen list is reviewed and where necessary improved to make it comparable with SEQ correctional Centres.	<p>COMPLETED.</p> <p>The Centre provided a master copy of the revised buy-up list. Excluding tobacco and associated products, there was approximately 200 items for purchase. The previous master copy identified approximately 172 products. This is viewed as a significant increase. Further it was noted that the range of products that secure prisoners could purchase was greatly enhanced including access to soft drink tokens.</p>
60	Low	Centre reviews the decision not to allow secure accommodated prisoners to purchase soft drink.	Low - not reviewed by Office of Chief Inspector
61	Medium	The Centre considers the implementation of an individual sentence management interview for sentenced prisoners to explain their sentence, parole and release options and to explain the sentence management process.	<p>COMPLETED</p> <p>Inspectors were advised that Sentence Management Unit have implemented a procedure which sees all receptions being interviewed for the Security Placement Assessment and also provided with an explanation of their sentence, parole and release options. Two interviews were observed by the Inspector where the SPA was completed, however, as none of the prisoners were first time offenders they did not necessarily require the additional information.</p>

62	Medium	The Centre undertakes a review of current prisoners to ensure all classifications are within legislated time frames and ensure thorough bring up processes are in place.	<p>COMPLETED</p> <p>The Sentence Management Unit conducted an audit of over 500 prisoners to ensure that all were classified within the legislative timeframes. They further advised that prisoners were now waitlisted for OPRC at 10 months in order to have this completed in the allocated time frames.</p> <p>The audit identified some ongoing problems in relation to the completion of EBR's when offenders return from the farm, delays in the completions of SPA's and limited follow up for offenders that have been classified as low/farm for immediate placement who do not require OMP's.</p>
63	Medium	The Centre ensures panel discussion and decision making occurs and incorporates any additional information provided by the prisoner prior to advising the prisoner of the outcome of the team recommendation.	<p>COMPLETED</p> <p>Inspectors were advised that at the time of the Security Placement Assessment review a panel discussion occurs involving the following members:</p> <ul style="list-style-type: none"> SMU Advisor Assessment services Education Officer Cultural Liaison Officer if required CCO Accommodation manager or supervisor of the area in which the prisoner resides Prisoner <p>At the time of this review the recommendation and reasons for such are discussed with the prisoner and any additional information provided is incorporated and taken into account by the panel members.</p>

64	Medium	<p>In relation to offender assessments:</p> <p>(a) the Centre takes immediate steps to improve the quality of analysis and recording of sentence management decisions including SPAs, ERAs, OMPs and OMPRs; and</p> <p>(b) within six months the Offender Intervention Services Directorate review the quality of assessments undertaken at the Centre and provide support and assistance where necessary.</p>	<p>COMPLETED</p> <p>A quality review of 28 assessments between April and July 2010 was undertaken by the Offender Management Branch. These assessments included sixteen SPA's and a random sample of ERA's and OMPR's. Multiple issues were identified when checking against completeness, currency, accuracy and validity. A follow up visit then took place on 12 October 2010 to outline the findings and improve on the quality of the assessments. The outcome of the following visit noted that Centre staff had developed a process that was supportive of a holistic approach to assessing and planning for prisoners.</p> <p>With regards to the Centre taking immediate steps to improve the quality of their assessments, training was delivered by the directorate and guidelines for the assessments were provided to ensure that plans were being completed. Additionally a review process was also implemented by the various managers in their areas to ensure sentence management and educational areas were consistent and correct in order to have a holistic approach to the plan.</p>
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65	Medium	<p>The Centre ensures that no prisoners are classified low until assessed as suitable for placement in a low custody Centre. Where suitable for low, but there is a reason for non-placement in low custody, this is to be recorded in the SPA.</p>	<p>COMPLETED</p> <p>A quality review was undertaken between April and July 2010 by the Offender Management Branch, as part of this review they addressed the standard to ensure that adequate information was being provided to support classification decisions.</p> <p>They noted the following: <i>“Only prisoners that are assessed as suitable for a low custody placement should have a recommendation or decision for placement at a farm. Determination of suitability should be made based on them meeting the relevant criteria at that point in time. In all instances sufficient reasons must be provided in the comments to support a placement recommendation and decision. Ten prisoners who had a decision made between 1 April and 31 July 2010 by the General Manager to be classified low security and remain at the Centre were selected for review.</i></p> <p><i>Of these 10 it was found that four did not contain sufficient information to explain why the prisoner was to remain in a secure Centre.”</i></p> <p>A follow up site visit was then conducted by the Offender Management Branch in October 2010, who recommended that they discontinue the practice of approving prisoners for farm placement prior to this assessment having been completed. Inspectors found that this practice had been discontinued and recommendations by the Offender Management Branch had been implemented.</p>
66	Medium	<p>The Centre ensures that all relevant decisions are verified by the correct delegate.</p>	<p>COMPLETED</p> <p>No issues were identified in relation to decisions being verified by the incorrect delegate. A review was also conducted in September 2010 by the Offender Intervention Services Directorate which found that 99% of documents have been verified correctly.</p>

67	Medium	The Centre undertakes a review of current prisoners to ensure those prisoners required to have an OMP have one in place. That the Centre ensures an appropriate check system to capture every prisoner required to have a plan.	<p>COMPLETED</p> <p>As detailed in recommendation 62, the Sentence Management Unit conducted an audit of all prisoner files and identified various areas that required improvement. These included: missing assessments and the time frames of assessment completions. A spreadsheet capturing assessments is also kept by the Sentence Management Coordinator whereby assessments are reviewed and endorsed on a regular basis.</p>
68	Medium	The Centre establishes a practice of sample auditing of documents on a regular basis to ensure quality standards are maintained.	<p>COMPLETED</p> <p>Inspectors found that Sentence Management, the Senior Practitioner and Manager of offender Development had all implemented a practice of sample auditing in their respective areas to ensure consistency of the quality of the assessments.</p>
69	Medium	The Centre undertakes a review of current prisoners to ensure those that require an EBR have one scheduled within the correct time frame. The Centre ensures a thorough bring up system to capture those prisoners required to have an EBR.	<p>COMPLETED</p> <p>see 67</p>
70	High	The Centre ensures that through care, education and prisoner management staff incorporate education, employment, transitions, criminogenic programs, general planning needs and resettlement needs into a comprehensive whole of sentence plan for each relevant prisoner at every review.	<p>COMPLETED</p> <p>Staff training was provided by the Directorate in June 2010 to ensure that offender management plans described a whole of management plan for the offender. Guidelines were also provided by Offender Intervention Services to ensure a holistic approach to the plan.</p>

71	Medium	The Centre ensures that quality EVNAs incorporating the prisoner's future needs are entered on IOMs for every relevant prisoner and education officers are to interview and prepare written reports regarding progress and future goals for every prisoner being reviewed.	<p>COMPLETED</p> <p>As noted in recommendation 37, all prisoners are being assessed at the time of reception and thus being added to IOMS. As with the focus on holistic plans and sample auditing by senior staff the consistency and quality of the assessments are being monitored with Education staff having more focus on the prisoner future needs.</p>
72	Medium	The Centre reviews and increases the opportunities for prisoners in residential accommodation to acquire independent living skills and reduce institutional dependence prior to discharge.	<p>NOT COMPLETED</p> <p>The Centre provided a copy of the Project Initiation Document for Townsville Service Delivery. The Centre perceives this recommendation will be addressed in the roll out of Phase 3 of the project and will form part of the privileges package. While the Inspectors feel that this is a valuable project and when implemented may make some significant gains, it is felt that in the interim the Centre needs to consider what changes can be made in the short and medium term.</p>