



Office of the Chief Inspector

Full Announced Inspection Lotus Glen Correctional Centre

2011/2012



Queensland Government
Queensland Corrective Services

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OVERVIEW AND METHODOLOGY

THE HEALTHY PRISON TEST

The Healthy Prison Test is one that was first set out by the World Health Organisation. It rests upon four key tests namely:

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| 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

Under the Healthy Prison Test, 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 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. Diversity, Equality and Non Australian Citizens 9. Mothers and babies 10. Contact with the outside world 11. Request and complaint systems 12. Substance-related needs
4. Health Services	3,4,6,8	Not applicable.
5. Activities	5,6,7,8,9	13. Learning, skills development and purposeful activity 14. Physical activities, arts, crafts and hobbies 15. Religious activity 16. Out of cell activity
6. Good order	1,3,4,5,6,7,8,9	17. Security, good order and rules 18. Discipline 19. Remuneration and employment
7. Services	1,3,6,7,8	20. Food 21. Prisoner purchases
8. Resettlement	1,5,6,7,8,9	22. Resettlement 23. Offender management planning

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

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.

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.

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

CENTRE OVERVIEW

The Lotus Glen Correctional Centre (LGCC) is a high security male facility situated in Mareeba, North Queensland. The Centre was established as a secure facility in 1989 and has a current capacity for 452 prisoners, 71% of which are Indigenous.

Attached to LGCC is a low custody centre – LGCC (Farm). This low custody centre is situated on the same block of land but not within physical sight of the high security facility. The LGCC (Farm) has a capacity for 100 prisoners in addition to 12 approved for the Innisfail Work Camp.

LGCC accommodates remand, reception and placement prisoners. The facility contains: secure north, secure south and residential prisoner accommodation; a health centre; central kitchen; bulk stores; industry buildings; a gymnasium; an education block; a visits block; and a visits processing area.

Prisoners are employed in a variety of activities at the centre, including domestic duties (unit and accommodation jobs), kitchen and landscaping teams, and industry options including a tailor shop, laundry, and carpenter shop. They can also become involved in a range of programs and activities, including literacy, vocational training, Ending Family Violence (Indigenous specific), Ending Offending (Indigenous specific), Getting SMART, Sexual Offending Program for Indigenous Males (Indigenous specific), Getting Started Preparatory Program, and Sexual Offending Maintenance Program.

At the time of the inspection, much attention was paid by LGCC to indigenous cultural development and enhancement of the centre, with the intention of bringing the community into the centre, whilst at the same time preparing the prisoners for release to the wider community.

Redevelopment

During the period of the inspection, the centre was in the midst of redevelopment. This is a large project that commenced in October 2009 and is due to finish in late 2012. Once completed, the redevelopment will add an additional 246 secure accommodation cells to the high security facility, and an extra 24 beds to the LGCC (Farm). A new programs building, a medical building, four new industry workshops, a gatehouse, a sports hall, and an external visitor processing and staff amenities building will also be added.

The redevelopment currently presents addition complexities for LGCC due to the need to secure sections of the prison as worksites, while still maintaining day to day operations. In particular, this has required alteration to the centre's security practices to ensure the centre remains controlled whilst prisoners are moving around work sites, and a reduction in the spaces available for activities such as education and programs. The centre has introduced the "*Lotus Glen Correctional*

Centre Commissioning Newsletter", to communicate changes surrounding the redevelopment to staff, and also conducts regular forums with prisoners to communicate changes.

PRISONER PROFILE AND OTHER STATISTICS

Lotus Glen Correctional Centre

During the 2011 - 2012 Financial Year (to-date), the LGCC was operating at 99% of its capacity, with an Average Daily State (ADS) of 449 prisoners. An average of 164 prisoner movements were processed each month.

During the period of the inspection, 25% of the population were remand only prisoners, and 23% were serving sentences between 1 – 3 years. The Centre does not accommodate any protection prisoners, with these prisoners either managed internally by utilising placement options, or transferred to another correctional centre.

A large proportion of the prison population is of Indigenous background (71%). Indigenous prisoners originate from ~28 communities in Cape York and the Torres Strait, with the Aurukun, Thursday Island, Yarrabah and Lockhart River communities contributing the largest number of prisoners.

During the period of the inspection, 42% of the population were aged between 20 – 29 years, and 26% were serving sentences which included sexual offending. This percentage is an important consideration due to the fact that these schedule 1 prisoners are unable to progress to a low custody facility.

Lotus Glen Correctional Centre (Farm)

During the 2011 - 2012 Financial Year (to-date), the low custody centre was operating at 87% of its capacity, with an ADS of 87 prisoners. An average of 44 prisoner movements were processed per month, with an average of 8 prisoners at the Innisfail work camp at any one time. During the period of inspection 71% of prisoners were Indigenous.

STAFFING PROFILE AND OTHER STATISTICS

As of 31 May 2011, 105 female and 232 male staff (337 total) worked at LGCC. Of these, 18 (5%) identify as Aboriginal and Torres Strait Islanders. In May 2011, the LGCC appointed an A07 Correctional Manager Indigenous Services. This is the first time an indigenous specific position has been included as part of the management for a correctional centre in QCS. The role of this position is to determine the strategic direction of Indigenous service delivery within the high security and low custody facilities, and to engage members of the wider Indigenous community in the prison community.

Staff demographics indicate that the centre has two main areas of officer residence – Cairns and Mareeba. Indigenous persons accounted for 8% of the population, or 10 741 persons, in the Cairns Regional Council local government area. In terms of Far North Queensland's population, 26 000 persons identify as an Aboriginal or Torres Strait Islander. In 2001, 17 533 persons, or around 11% of Far North Queensland's population, were of Aboriginal or Torres Strait Islander descent; almost three times the state average and four times the national average. The population percentage break down for Cape York is reported as 53% Aboriginal and Torres Strait Islander and 47% non-Indigenous.

SUMMARY OF INSPECTION FINDINGS

As is detailed below, LGCC received a Whole of Centre performance rating of 2, meaning that it was found to be performing well against the Healthy Prison Test.

In relation to Arrival in Custody, a number good processes and practices were evident and LGCC was assessed as performing well against these particular standards.

Some specific issues which were identified by Inspectors in relation to Environment and Relationships were as follows:

- LGCC had a low number of indigenous prisoners on the prisoner advisory committees.
- Prisoners were issued with a lesser number of clothing items than the Agency standard.

While there was some evidence of adverse outcomes for prisoners in a small number of areas in respect of the standards relating to Environment and Relationships, LGCC on the whole performed reasonably well against this criterion. For example, Inspectors found that

- Staff were, in general, attuned to the needs of the prisoner population and treated prisoners fairly and with respect; and
- Prisoners were encouraged and supported to take responsibility for their actions and decisions.

In terms of Duty of Care, LGCC's practice of returning prisoners to the detention from the safety unit was found by the Inspectors to be limited and, as a result, the LGCC immediately changed its practice. Inspectors also identified that there was a significant opportunity for LGCC and the Agency to work with relevant organisations and communities in order to maximise the use of new technologies such as MOVI and video conferencing in order to enable contact between prisoners and their relatives who live remote communities. On the whole, LGCC performed reasonably well in relation to the standards that sit under the area of Duty of Care.

Although LGCC had some weaknesses in regard to the area of Activities, it also performed reasonably well against the relevant standards for it. In terms of Activities, it was apparent to Inspectors that the redevelopment at the Centre had some impact upon prisoner access to the library, gymnasium, education block and the cultural area. In addition, Inspectors considered that more opportunities to undertake activities could help LGCC to achieve higher levels of purposeful activity and, in turn, more compliant and responsible behaviour by prisoners. Nonetheless, LGCC performed reasonably well against the standards in the area of Activities and had satisfied most of the basic minimum standards for prisoners.

With respect to Good Order, LGCC in general maintained order through positive relationships and culturally appropriate strategies such as mediation. Furthermore, an effective and proactive intelligence system existed in LGCC which helped to

identify and address risks with respect to such things as associations. The Centre's rule and routines were well publicised and encouraged responsible behaviour. However, there were some delays in the finalisation of incidents which were referred for criminal investigation. In addition, while the discipline rules were generally applied fairly and for good reason, there still appeared to be a need for further training to staff in relation to some aspects of the breach process.

In terms of Services, LGCC had established a number of good processes and practices, and it was assessed as performing well against these particular standards.

While LGCC performed well in relation to the area of Services, Inspectors also identified that it was not performing sufficiently well against the standards for the Area of Resettlement. That is, there was below standard performance and significant weaknesses across several areas/outcomes. The primary area where there were significant weaknesses concerned the unsatisfactory number of unclassified prisoners and the fact that prisoners are not receiving an initial classification in a timely manner. The unsatisfactory security classification situation at LGCC has a negative impact on unclassified prisoners. It means that these prisoners will miss out on the opportunity to be placed in either the residential complex or at the LGCC (Farm) because of the Agency's policy that unclassified prisoners should be kept in secure. Accordingly, it is important that the Agency reviews and resolves the failings of the sentence management function at LGCC as soon as possible.

Appendix A details the findings of Inspectors against each standard including recommendations where relevant.

PERFORMANCE RATINGS – LOTUS GLEN CORRECTIONAL CENTRE

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	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. 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	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. Health Services	n/a	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	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.
8. Resettlement	3	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.

APPENDIX A – Schedule of Findings and Recommendations

S1: 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.

Standard	Findings
S1.1 Prisoners are held in cellular vehicles for the minimum possible period of time.	<p>This is a regional centre with a structured transport schedule to and from courts and watch houses. This is designed in a manner that minimises the time prisoners spend in transport vehicles.</p> <p>Longer haul prisoner transfers to other centres are scheduled in an efficient manner. This allows for comfort stops at less than 2.5 hour intervals, meal breaks and over night stops ensuring that time spent by prisoners in a vehicle is minimised.</p>
S1.2 Prisoners are given 24 hours notice of planned transfers in order to make a telephone call to their family, next of kin and/or legal adviser (subject to well evidenced security considerations).	<p>A review of documents and interviews of prisoners indicates that prisoners are provided with at least 24 hours notice of transfers. This ensures that prisoners are provided an opportunity to call family, next of kin and/or legal advisors.</p>
S1.3 Prisoners can have a meal before going to court or being transferred.	<p>Observation of the transfer process and inquiry from prisoners indicates that prisoners are provided with a meal prior to transfer. Furthermore, the operational schedule relating to transfers out of prison (and observations by Inspectors) indicated that prisoner can have breakfast in the reception store.</p> <p>Reception prisoners arrive at the centre around midday and are provided with lunch.</p>

Standard	Findings
S1.4 Prisoners have access to appropriate clothing so that they do not have to wear prison uniforms, for example for court appearances.	<p>Information from staff, offenders and observation by inspectors indicates that prisoners are provided with appropriate clothing for court appearances and release.</p> <p>The reception store is provided with sufficient advance warning of court and discharge lists to prepare clothing for the prisoners involved. However the reception store does not provide for the ironing of prisoners clothing for court appearances. As a result, some prisoners may enter court in crinkled clothing.</p> <p>The reception store system includes prompt laundering of a prisoner's personal clothing upon reception. The reception store has a stock of civilian clothing for issue to prisoners who have outgrown their personal clothing.</p> <p>An Official Visitor complaint referred to the Inspectors concerned the practice of removing prisoners underpants prior to their transfer to watch houses. Inspectors understand that this practice was introduced to prevent loss of the prisoners' underpants. That is, prisoner underpants apparently were often lost due to the fact that QPS required their removal from prisoners at watch-houses. However, the Inspectors consider that this practice by the Centre requires further attention so as to avoid the indecency caused with the removal of underpants.</p>
	<p><u>Recommendation 1 (low):</u> That the Centre implements a process which enables prisoners' clothes to be ironed prior to their appearance in court.</p> <p><u>Recommendation 2 (medium):</u> That the Centre (with the support of the Agency) finds an alternative to the removal of prisoners' underpants prior to their appearance in court.</p>

Standard	Findings
S1.5 Property and private cash accompanies unsentenced prisoners to court and sentenced Prisoners who are being transferred.	<p>Inspectors identified that prisoner monies do not accompany irrespective and ordinary prisoners. Centre management advised that this is because the Centre received a direction from the Agency that they must not allow monies to accompany ordinary prisoners. As a result of the direction, the Centre supplies, through QPS watch house staff, a letter to prisoners advising them that if they are discharged, they can call the Centre to arrange to have their monies transferred to a bank account. However, this practice leaves some prisoners without any funds after discharge from custody – that is, they will have insufficient funds to make a telephone call, pay for transport, purchase food or contact family. In practical terms therefore, irrespective prisoners and a number of ordinary prisoners are released from the courts when they have no access to funds. Prisoners who are being transferred to and from other centres have their monies electronically transferred on the day of transfer.</p>
	<p><u>Recommendation 3 (medium):</u> That the Centre (with the support of the Agency) work with relevant organisations to help ensure that prisoners have better access to essential funds and property upon discharge from court.</p>
S1.6 Court movements, transfers and external escorts are efficient and minimise waiting times.	<p>The reception store staff and operation applied to transfers, court movements and escorts was observed to be very professional and efficient. This minimised waiting time for prisoners at the reception store.</p>
S1.7 Prisoners are escorted in vehicles that are safe, secure, clean and comfortable, with adequate storage for prisoners' property and with suitable emergency supplies and hygiene packs for women	<p>Inspectors found the escort vehicles to be clean, secure, safe and as comfortable as design permitted. Log book reviews undertaken by inspectors found that there were regular equipment checks, as well as monitoring of prisoner health and wellbeing.</p> <p>Each vehicle is equipped with a first aid kit, emergency water supplies and a TravelJohn – Resealable Disposable Urinal.</p>
S1.8 Appropriate vehicles are used to transport prisoners with special needs such as pregnant women, women with babies or prisoners with a disability in a dignified manner.	<p>The centre has two vehicles which are equipped to transport prisoners with special needs.</p>

Standard	Findings
S1.9 Methods of restraint are only used if justified by a risk assessment.	Restraints were applied appropriately by the reception store staff and escorting officers. The application of restraints was compliant with agency procedures and prisoner risk levels.
S1.10 For external movements, all relevant information travels with prisoner.	All relevant documentation, files, property and valuables accompanied relevant prisoners.
S1.11 Prisoners in transit are treated according to their individual needs, based on oral briefings or written information accompanying the prisoner and staff observation.	Inspectors observed comprehensive briefing of, and documentation provision to, escort staff regarding prisoners. The briefing and documentation addressed, amongst other things, the identification of individual prisoner needs.
S1.12 Prisoners are given comfort breaks at least every 2.5 hours with additional stops where necessary.	See s1.1
S1.13 Staff consistently use respectful language in speaking to, or about, prisoners.	The reception store staff and escort officers performed their duties in a professional manner. The language used by staff in speaking to or about prisoners was respectful and appropriate.
S1.14 Escort staff take responsibility for ensuring that prisoners receive an adequate meal and drink at meal time.	This is a regional centre and escorts are of, in general, short duration. This means that there is no need for providing meals to prisoners. No long haul escorts occurred during the inspection. However inspectors reviewed records, documents and log books of long haul escorts that had been undertaken. Trip plans and reports indicate that escort staff ensure adequate food and drinks are loaded on the vehicle. Comfort stops and appropriate meal stops are evident in trip planning and it is evident that staff take responsibility for ensuring these occur.
S1.15 Escort staff ensure that 17 year-old and women prisoners are segregated from adult male prisoners.	17 year old prisoners are identified by QPS staff at the watch house. This information is provided to QCS staff who ensure that these prisoners are transferred in a manner that excludes them from older prisoners.

Standard	Findings
S1.16 Prisoners are produced at court on time.	The system operating at this centre ensures that prisoners are transferred to QPS watch house facilities prior to their court appearance.
S1.17 Prisoners are held in court cells for the minimum possible period.	This centre is a regional centre which services a large geographical area. In this regard, some courts are a moderate travelling distance from the centre. The transport schedules reviewed by Inspectors indicate that prisoners are collected from courts on a daily basis (excluding weekends).
S1.18 Centre Receptions remain open to receive prisoners at any time.	The Centre will receive prisoners at any time. During outside normal working hours, the night shift supervisor will arrange for the reception of prisoners.
S1.19 Any prisoners arriving after normal working hours receive essential reception and first night procedures.	Receptions outside normal working hours are minimal. The centre organises staff to provide the essential elements of the reception process.
S1.20 Prisoners are given information at court about the prison to which they are being transferred in a language they understand.	Inspectors identified that correctional centre escort staff informed prisoners about their transfer to Lotus Glen CC. Whilst not identified by prisoners as an issue, the ability of the prisoners to understand the English language is sometimes very limited. Inspectors were advised that the centre was keen to introduce a process where reception / induction information commenced at the watch house.
	<p><u>Recommendation 4 (medium):</u></p> <p>That the Centre implements a process where prisoners receive basic induction information prior to their reception at the centre.</p>
S1.21 Where practicable, video links are used to facilitate court appearances in lieu of prisoners appearing in person.	The video link system at this centre is utilised to facilitate courts, family contact and legal support.

S2: 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.

Standards	Findings
S2.1 Escort staff pass on all information/official documentation arriving with a prisoner to reception staff. This information is used to inform initial reception assessments of the prisoner. Sensitive information is dealt with appropriately.	<p>Inspectors observed that escort staff pass on all required documentation and appropriate information to reception store staff.</p> <p>The QPS at the watch houses and centre staff have an excellent working relationship. QPS alert reception store staff to any sensitive or pertinent information. This information is then provided to functional areas such as, for example, psychological, medical or operational staff.</p> <p>The Inspectors also observed that reception prisoners were processed on an individual basis and that there was an appropriate level of confidentiality and privacy.</p>
S2.2 An anti bullying strategy to protect vulnerable prisoners is in place, which includes directions to managers concerning reception and first night procedures	<p>Review of IOMS and observation of IRNA interviews indicate that the centre undertakes the identification of vulnerable prisoners during the reception process. Further, it implements strategies to respond to these identified needs.</p> <p>Inspectors found that the interviews undertaken by reception store staff and counsellors were comprehensive in identifying vulnerable and at risk prisoners. Whilst the centre does not have a special needs unit, a range of acceptable strategies are applied to ensure the effective management of this type of offender. For example, prisoners with special needs are placed, wherever possible, in a unit with another family member.</p>
S2.3 Prisoners are treated respectfully upon reception. The gender ratio in the reception area is appropriate to receive prisoners and undertake procedures	<p>Inspector's observations and feedback from prisoners indicates reception store are professional in their interaction with prisoners. In particular, the Inspectors found that reception store staff demonstrated a respectful, helpful and caring approach in dealing with prisoners. This is a male facility and the staffing of the reception store is predominantly male officers.</p>

Standards	Findings
S2.4 Prisoners experience a safe and clean reception environment which is fit for purpose.	<p>The reception area is a temporary facility. Previously, it was a bakery for the prison and then a temporary health centre. The temporary reception store will be in place while redevelopment is being undertaken at the centre. Although the store is, to a minor extent, congested and cramped, the area, as a whole, is clean and tidy, and access is provided to essential requirements such as water and toilets.</p> <p>The Inspectors also found that the facilities and prisoner management methodologies at the reception store ensure the safety of segregated prisoners.</p>
S2.5 Prisoners are always asked if this is their first time in prison and treated accordingly.	<p>Inspectors observed the IRNA interview process carried out by counselling staff. The questions and style of interaction were appropriate and included questions to identify if the relevant prisoner's current episode was the first time he had been in prison. Whether or not the prisoner was in prison for the first time was also, as a matter of practice, identified by reception store staff through their interview process. Where a prisoner is experiencing prison for the first time, they were provided with appropriate attention.</p>
S2.6 On arrival, prisoners' details are confirmed and before first night lock-up, their immediate individual needs are identified during a private meeting with a staff member. Their individual circumstances and any special needs are documented and dealt with sensitively.	<p>The reception process is designed so that one prisoner is processed at a time. This ensures an appropriate level of privacy and confidentiality in respect of all aspects of the process. The IRNA is carried out in an office in the Reception Store.</p> <p>The IRNA interviews observed and reviewed by the inspectors were comprehensive and professional. Further, the interviews were effective in eliciting appropriate information from the prisoners in a sensitive and respectful manner.</p>
S2.7 Reception staff take action to promote the safety of children or other dependants if they are informed or suspect that dependants may be at risk as a result of the carer's imprisonment.	<p>Under the IRNA, inquiries are made about the family status of the prisoner including children and dependents. The process is designed to identify any safety issues for the children. Where a safety issue is identified, the centre's counselling services staff inform Child Safety Services about the issue.</p>

Standards	Findings
S2.8 Prisoners with special needs, such as pregnant women, women accompanied with babies, older, and disabled prisoners receive priority treatment.	No disabled or elderly prisoners went through the reception store process when the inspectors conducted their inspection. However, the Inspectors spoke to prisoners about the issue and prisoners recounted that ill, disabled and elderly prisoners were generally prioritised for processing. The prisoners' evidence is in line with Inspectors observations from previous visits to this centre.
S2.9 Prisoners entering custody are searched thoroughly in accordance with legislative and procedural requirements.	The reception store processes prisoners one at a time. The search requiring the removal of clothing is carried out in a discreet area and in accordance with legislative and Agency procedures. On disembarking from the transport vehicle a PADD (drug detection) dog is utilised to search prisoners and their property.
S2.10 Prisoners' hygiene needs including the provision of toiletries are catered for in reception.	All prisoners being received into the centre are provided with a reception shower. In addition, all prisoners on initial reception to the centre are supplied with an appropriate range of toiletries.
S2.11 Prisoners are informed of their entitlement to letters, telephone calls and visits. It is made clear to them that mail is monitored and that all telephone calls are recorded.	Prisoners receive an induction booklet and a verbal (group face-to-face) induction within the first few days of reception to the centre. The induction booklet outlines a prisoners' access to the community, including mail, telephone calls and visits. The written induction booklet is informative – although limited to those who are unable to comprehend the written word (which must be considered in the context of the population demographic of LGCC). The verbal induction reinforces the information contained in the booklet. However, the verbal induction is not structured and does not have a minimum set of information which must be communicated to prisoners. As a result, the level of information supplied to prisoners is dependent upon the discretion and skill exercised by the correctional officer delivering on the day. Inspectors understand that the centre has now allocated specific staff to deliver the verbal induction and, in this regard, there is likely to be a greater level of consistency in the delivery of inductions at the centre.

Standards	Findings
	<p><u>Recommendation 5 (medium):</u></p> <p>That the Centre' implements a structured group induction program where a minimum but sufficient list of induction information is given to prisoners.</p>
S2.12 Prisoners are able to make one free telephone call on their first night location.	<p>Counsellors undertaking an initial assessment of prisoners in the reception store offer each prisoner the opportunity to access a free telephone call. The counsellor facilitates the call and has the telephone on speaker mode allowing for the monitoring of the call.</p> <p>However, while prisoners are informed about this free reception call, staff report that a very low number of prisoners are willing to make the call. Although Inspectors did not research why there is a low uptake on these free calls, Inspectors hypothesise, based on discussions with some staff and prisoners, that telephone communication is not the usual or preferred form of communication in some rural communities and many community members may not have direct access to their own phone / landline.</p>
	<p><u>Recommendation 6 (medium):</u></p> <p>That the Centre (with the support of the Agency) in consultation with relevant indigenous communities undertake all reasonable endeavours to develop a community contact list so that indigenous prisoners may choose to contact a relevant community contact on the list at the point of reception.</p>
S2.13 Prisoners are held in reception for as short a period of time as possible.	<p>Inspectors observed how staff conducted themselves as well as how the reception store operated in relation to transfers, court movements and escorts. The Inspectors found that staff and the systems in place at the reception store were efficient and, as a result, prisoners were held for short periods of time.</p>

Standards	Findings
S2.14 Where practicable, prisoners in reception are offered drink and food. Where this is not practicable, provision is made for them to receive drink and food as soon as possible after reception.	<p>The Inspectors' observations and review of the transfer process and prisoner inquiries indicated that prisoners were provided with a meal prior to their transfer. In particular, the Inspectors identified that under the operational schedule, prisoners who are transferred out receive breakfast in the reception store.</p> <p>Reception prisoners are received at the centre around midday. Inspectors observed that all of these prisoners were provided with lunch.</p>
S2.15 All prisoners are seen and assessed by health services staff in private on arrival.	<p>Inspectors observed, and viewed evidence which confirmed that, prisoners are interviewed by health services staff in a confidential consulting room within the health centre. Health services staff advised that they undertake health and general wellbeing screening of all prisoners on reception.</p>
S2.16 Prisoners with substance related needs are identified at reception and given information about services available.	<p>Reception Store staff, Health Services staff and counselling staff undertake enquiries with prisoners in order to identify any substance abuse issues.</p> <p>Health Services apply a medical regime to alleviate withdrawal and detoxification. Counselling staff provide counselling, assessment and program support. Information is provided to custodial staff to ensure awareness and monitoring of these prisoners.</p>

Standards	Findings
<p>S2.17 Prisoners receive a comprehensive Induction. By the end of Induction, prisoners have met relevant staff from different areas and have met their unit officer. Prisoners know what work, education, vocational training or offending behaviour programs are available in the centre. They are aware of how to get information and deal with problems. All prisoners are given information about sources of help available, including chaplaincy teams, counsellors or OVs in appropriate languages.</p>	<p>Prisoners receive an induction booklet and a verbal (group face-to-face) induction within the first few days of reception to the centre. The induction booklet, amongst other things, introduces prisoners to the: correctional system (as this is a remand centre); the organisation and the centre including the centre's structure, services and expectations; and the structured day.</p> <p>The induction booklet commences with a message from the General Manager. The General Manager's message includes a clear statement about the centre's stance on a number of key issues, including that the centre is an environment which must be free of drugs, bullying, victimisation and harassment. The booklet also contains pictures which highlight the standard of cleanliness required in terms of clothing and cells.</p> <p>Although the Inspectors found that the induction booklet was informative and written in plain English, they also identified that it might be of limited benefit to many prisoners who have limited literacy and numeracy skills. The induction booklet is complimented by a group induction which occurs three times a week (Mondays, Wednesdays and Fridays). The scheduling of the group induction at these times ensures that all prisoners who arrive at the centre can, irrespective of the date of their arrival, attend the session within three days of their arrival.</p> <p>Staff from the correctional, sentence management, cultural liaison and counsellor teams of the centre attend the group induction and provide relevant information to prisoners relating to staff members' service delivery area. These staff are supported by the attendance of a Manager and a Peer Support prisoner.</p> <p>The Education and vocational training unit perform their face to face induction through the administration of the educational assessment. This assessment usually occurs within the first week of the prisoner's arrival to the centre.</p>

Standards	Findings
	<p>While the group inductions conducted by the centre reinforces the essential information contained within the induction booklet, they did not follow a particular structure or format of presentation – that is, the presenters did not follow a particular script or structure in delivering the group induction. This means that there is a high risk of inconsistency in the manner and content of information which is provided to prisoners in situations where different staff deliver the group inductions. The impact of this risk is increased due to the fact that, it seemed, many prisoners did not use the induction booklet as a reference because of language and literacy issues. Furthermore, the Inspectors note that without specific skill and experience in public speaking and educational delivery by many of the presenters, and without multi-modal support aides (such as visual aides), the group induction often does not fully serve to achieve the outcome of reinforcing the written message.</p> <p>A case file review identifies that the centre does not case note participation and engagement in the induction process. This has been raised with the centre as an area for identified improvement for record keeping purposes and it has been reported that the centre have commenced this process since the inspection.</p> <p>Inspectors found that prisoners transferred to LGCC (Farm) receive a comprehensive induction that includes some information prior to transfer to the centre.</p>
	<p><u>Recommendation 7 (medium):</u> That the Centre takes steps to ensure its group inductions are clearer, and more consistent.</p>
S2.18 Prisoners who may require protection are assessed appropriately in a confidential manner. Alternatives to protection are explored.	<p>This facility has always managed institutional risk in a manner that has avoided the segregation of prisoner groups. It has been successful in the integration of all prisoner groups, including child sex offenders into the general prison population.</p>

Standards	Findings
S2.19 In reception, prisoners are informed about what will happen next. They receive written and/or verbal information.	<p>The Inspectors observed prisoner processing in the reception store and found that prisoners were provided with clear information on what will happen next. For example, prisoners were provided with an outline of the IRNA process and the allocation of accommodation. The IRNA process was also observed to provide further information on what occurred next.</p> <p>Some application forms were supplied during the process. However, generic written information was not provided regarding what would happen next.</p> <p>Reception store staff were helpful and assisted prisoners with literacy and language difficulties. However, the majority of reception prisoners were Indigenous and no cultural liaison officer was present in the reception store during the Inspectors visit.</p>
	<p><u>Recommendation 8 (medium):</u></p> <p>That the Centre ensures that a cultural liaison officer is present in the reception during prisoner receptions to the centre.</p>
S2.20 All information and documentation of assessments undertaken in reception are inputted into IOMS on the day of reception.	<p>Inspectors observed reception store staff entering details into IOMS as they processed the prisoner. A review of IOMS shows that IRNA details are entered on the day of reception/assessment.</p>
S2.21 Staff provide a unit induction to prisoners on admittance to the unit. Information is communicated to prisoners about unit routines and expectations in a professional manner.	<p>The centre has a centre-based induction (see Inspectors' findings against standards 2.11 and 2.17) and, as such, the delivery of unit inductions is not common across the centre.</p> <p>Prisoners reported that unit inductions are sometimes not provided.</p> <p>The Inspectors found inconsistent practice across the centre in relation to whether prisoners were provided unit inductions.</p> <p>Inspectors conducted a random audit of IOMS case notes and found that a limited number of case notes existed confirming induction at the point of progression to residential accommodation.</p> <p>It is understood that centre have commenced a process of unit inductions since the inspection.</p>

Standards	Findings
	<p><u>Recommendation 9 (low):</u></p> <p>That the Centre ensures that all prisoners who are transferred within the Centre receive a unit induction.</p>
S2.22 Prisoners who are assessed as at risk, with medical needs or vulnerable on reception are accommodated and managed in accordance with their assessed risks.	Inspectors interviewed staff and observed practices regarding prisoners assessed as at risk, vulnerable or with medical needs. The Inspectors found that pertinent information about prisoners at-risk was shared with all relevant staff and management and that prisoners were managed and accommodated in accordance with their assessed needs.
S2.23 Prisoners will not be allocated to a cell until IRNA is completed and any risks identified are taken into consideration.	Risks and issues identified in the IRNA process influence cell and accommodation allocation. Induction prisoners are initially allocated to a unit established for them prior to their actual induction. These prisoners are not formally allocated to an accommodation unit until the completion of the IRNA.
S2.24 Prisoners identified as vulnerable to bullying and/or self harm receive special help and support to cope with imprisonment.	Where bullying is identified, the Centre prioritises the safety of the victim. In doing so, the Centre might, for example, undertake an at-risk assessment or place the prisoner to another accommodation unit. The perpetrators are dealt with by the Centre in a manner that ensures their negative behaviour is addressed. For example, some consequences for perpetrators include putting them on safety orders, regressive accommodation moves, breach action and transfer to another facility.
S2.25 Prisoners are given an amenities pack containing basic items. They are told how long the pack is expected to last, its cost and the system for repayment from their prison wages or private money.	All prisoners on initial reception are provided with an appropriate toiletries/amenities pack. Prisoners are advised by reception staff that the pack is required to last until the following week when the amenities allowance is paid into their trust account. This initial pack is provided at no cost to each prisoner.
S2.26 Prisoners first night accommodation has been prepared, is clean and provides a comfortable environment.	New receptions are generally accommodated in Secure North unit S2. On inspection the unit and cells were found to be clean and well prepared for prisoner occupation. Cells are equipped to Agency standards.

Standards	Findings
<p>S2.27 All prisoners' settlement needs are assessed and identified during induction and referrals to relevant agencies are made at this time. For example prisoners are given practical help to:</p> <ul style="list-style-type: none"> ▪ Preserve their accommodation and employment ▪ Pursue their legal rights ▪ Obtain help with personal problems ▪ Exercise their responsibilities towards their dependents ▪ Pursue a healthy lifestyle in custody 	<p>The counsellor undertaking the initial assessment and IRNA of reception prisoners asks a comprehensive range of questions regarding each prisoners' settlement needs. The prisoners' answers are recorded in a data base that also provides information for the Transitions co-ordinator.</p>
<p>S2.28 Liaison with the Department of Child Safety is used appropriately for primary carers to keep in contact with their children.</p>	<p>Inspectors found evidence that the centre facilitated contact for relevant prisoners with Child Safety Services. The Manager Offender Development (MOD) role is the first point of contact for all issues relating to child safety.</p>

S3: Prisoners live in a safe, clean and decent environment within which they are encouraged to take personal responsibility for themselves and their possessions.

Standards	Findings
<p>S3.1 Prisoner accommodation is clean and provides a reasonable amount of space for each prisoner and their personal belongings, ventilation, a reasonable temperature, natural light.</p>	<p>LGCC has a mixture of old accommodation infrastructure, and newly commissioned infrastructure. During the time that the Inspection team were on site, infrastructure upgrades were still occurring, and accommodation consisted of Secure South (old infrastructure), Secure North (new infrastructure), and residential (old infrastructure being upgraded within the shell).</p> <p>Inspectors found that the cell composition of both old and new infrastructure provided adequate space, ventilation and natural light for prisoners. Unit size varied between the old and new infrastructure, and the old infrastructure was preferred (by both staff and prisoners) as their smaller unit size is more conducive to the regional and remote needs of the high population of kinship sub groups.</p> <p>While Secure North was found to be clean and tidy, Secure South had a lower standard of cleanliness. Whilst this can partly be attributed to the significant difference in the age of the 2 buildings, there was also a distinct level of clutter in Secure South. Inspectors were advised that it is the centre's intention to seek funding from the Facility Management Agreement to repaint these blocks.</p>
<p>S3.2 Prisoners are provided ample access to fresh air on a daily basis.</p>	<p>Each accommodation unit has an attached exercise yard. The yard is accessible to all prisoners on a daily basis during unlock hours.</p>

Standards	Findings
S3.3 Personal clothing is in decent condition, washed frequently and fits. Prisoners have at least weekly access to laundry facilities to wash their personal clothing.	<p>Prisoners are presented with clean and tidy prison uniform. Replacement stock is available to prisoners. Each old accommodation unit has an accessible laundry where prisoners are able to give their washing to the unit laundry worker and have it laundered.</p> <p>However, the new infrastructure arrangement does not allow for a unit laundry. Inspectors were advised that this is a policy position in alignment with Greening Corrections, ensuring sustainability of environmental priorities. At the time of inspection, this was a highly contentious issue with most prisoners and staff were frustrated by the difficulties attached to this new laundering system. Largely, the difficulties revolved around the fact that prisoners were concerned that the washing which was returned to them could not be confirmed to be their own. Personal ownership of clothing appeared to be important to prisoners and as such, some of them did not readily engage in sending their clothes to laundering services.</p> <p>This problem was new at the point in which the inspection was conducted, and staff and management reported that they were working through many ideas and suggestions to refine the process for collection, laundering, and distribution of the washing. At the time of the inspection, management had yet to find a resolution that removed the volatility that accompanied prisoners attitude (and engagement) with the new practice.</p>
	<p><u>Recommendation 10 (medium):</u></p> <p>That the Centre develops a sustainable laundering process for the new accommodation units.</p>
S3.4 Bedding is supplied and laundered at frequent intervals.	Inspectors found evidence that bedding was provided to prisoners and that there were adequate and regular opportunities for laundering of bedding.
S3.5 Sanitary arrangements take account of health, hygiene and human dignity. Prisoners have access to necessary supplies of their own personal hygiene items and sanitary products.	All prisoners have access to a toilet and hand basin. However, this is not the case for those accommodated in the Detention Unit. It is understood that the Agency issued a direction in late 2011, which resulted in exercise yard doors being secured shut when a prisoner is having his daily exercise in the Detention Unit exercise yard. Compliance with this direction means that a prisoner in the Detention Unit exercise yard must ask staff to allow him to access a toilet. Additionally, the detention unit exercise yard does not have an intercom.

Standards	Findings
	<p><u>Recommendation 11 (medium):</u> That the Agency whether prisoners in Detention Unit exercise yards have sufficient access to water, toilet and emergency intercom facilities.</p>
	<p>All accommodation units provide each prisoner with access to his own in-cell shower and toilet. Washing facilities are available in all accommodation cells or the common ablution areas in Residential North and the LGCC (Farm) Accommodation. Newly commissioned accommodation units provide for a daily 4 minute shower. Concerns about the lack of flexibility with this time-restriction were raised by some prisoners and staff. In particular, some prisoners and staff indicated that the agency or the centre should allow extended showers in situations where there is a hot tropical climate, or where there are genuine medical or occupational (e.g. additional dirt and dust on the prisoner) reasons to do so.</p> <p>During inspections of the accommodation units, Inspectors noted many of the prison issue pillows and mattresses to be in a deteriorated condition. Prisoners also reported this as a concern and whilst management identified that there were sufficient pillows and mattresses in stock to replace poor quality items with new items, this was not evident.</p>
	<p><u>Recommendation 12 (medium):</u> That the Agency implements a procedure about prisoner showers which deals with the exceptions to the 4 minute daily shower limit.</p>
	<p><u>Recommendation 13 (medium):</u> That the Centre reviews its process for replacing poor quality pillows, mattresses and bedding.</p>

Standards	Findings
S3.6 Cells and communal areas are in a good state of repair.	<p>The Residential North accommodation area was very clean and tidy. Because Residential North is scheduled for refurbishment, general maintenance of the accommodation area is not being carried out. However, Inspectors identified a number of plumbing issues which had an impact on prisoners and it is understood that this has been addressed through infrastructure redevelopment.</p> <p>The Secure South accommodation area (L Block) is another area scheduled for refurbishment. L Block presents as shabby and untidy. In addition, L Block is in need of maintenance. Many cells in L Block were found to have leaking showers which appear to have partly caused extensive paint damage, mould and staining. There appears to be a need for repainting even though the refurbishment does not provide for the repainting of accommodation areas.</p> <p>Secure North accommodation is new accommodation and therefore, is well presented.</p>
	LGCC (Farm) has older accommodation buildings which clearly indicate their age and the number of prisoners that go through them.
S3.7 All prisoners occupy accommodation that is suitable for the purpose and or their individual needs.	<p>The redevelopment of the centre has resulted in the introduction of large, fifty (50) bed unit blocks. While the new 50 bed unit blocks have significant advantages, some staff and prisoners also commented on the challenges presented by the introduction of such large blocks. In particular, it was identified that the new 50 bed unit blocks presented challenges for prisons with a large indigenous population in terms of increased difficulty in cell and unit accommodation to account for compatibility and cultural issues. At the same time, Inspectors observed that centre staff had good knowledge and practice of discerning and managing compatibility issues within its prison population groups.</p>
	<p><u>Recommendation 14 (low):</u></p> <p>That the Centre continues to monitor incidents and data, and address strategies arising from cultural issues related to the number of prisoners accommodated within units at one time.</p>
S3.8 There are nominated carers for prisoners in accommodation units who are trained to help less able prisoners.	<p>There is one (1) identified carer within the centre due to there being one (1) high needs, dependent prisoner. The centre has no formal training program for prisoner carers.</p>

Standards	Findings
	<p><u>Recommendation 15 (low):</u> That the Centre implements a training program for prisoner carers.</p>
S3.9 Accommodation staff are aware and cognisant of the needs of prisoners with disabilities. Safe evacuation procedures are in place to assist those prisoners who may need help in an emergency.	<p>Inspectors found that accommodation staff are aware of the identity and needs of elderly, disabled and infirm prisoners in their care. Further the Local Procedure Code White includes “<i>Thought must be given to disabled prisoner's placement within the centre to ensure an ability to move the prisoner in the event of an evacuation. Prisoners with disabilities may be doubled up, if practicable, and placed in ground floor cells</i>”. “<i>The officer assigned to the accommodation unit, programmes etc is to oversee the evacuation of disabled prisoners.</i>” Inspectors were unable to identify any evacuation procedures that provided details of the evacuation process for disabled prisoners.</p>
	<p><u>Recommendation 16 (medium):</u> That the Centre's Local Procedure code White requires staff to identify disabled prisoners in each unit, as well as the evacuation process for such prisoners.</p>
S3.10 All prisoners have access to an in-cell intercom that works and is responded to within five minutes.	<p>Inspectors found that all cells have a functional intercom.</p>
S3.11 Where appropriate, prisoners have privacy keys to their cells/rooms.	<p>Prisoners in residential accommodation have their own cell key. This is a progressive initiative and suitable for a residential environment. In this regard, the centre and its management must be commended.</p>
	<p>LGCC (Farm) provides all prisoners with privacy keys for their rooms</p>
S3.12 Observation panels in cell doors remain free from obstruction.	<p>Inspectors found that inspection panels in cell doors were free from obstruction in all accommodation areas.</p>
S3.13 Inappropriate or offensive displays are not permitted.	<p>Inspectors did not identify any inappropriate or offensive material in the Secure or Low Custody centres.</p>

Standards	Findings
S3.14 Prisoners' communal areas meet the needs of the prisoner population, prisoners feel safe in their cells and these are effectively supervised by staff.	The newly commissioned infrastructure of the centre is similar to that which can be seen in other modern QLD correctional centres.
	<p>The population of this centre is largely Indigenous (71% at the time of the inspection). There appears to be a significant investment of time by correctional supervisors and the accommodation managers in ensuring that cultural issues between prisoners or prisoner groups are identified at an early stage and preventative and remedial steps are implemented so as to avoid conflict or violence. This is a sensitive and complex task that is more of an issue in the larger unit blocks. Nonetheless, staff appear to be very attuned to this problem and managing this issue.</p> <p>Prisoners accommodation at LGCC (Farm) have levels of supervision commensurate to the level of personal responsibility and trust appropriate to this environment. Prisoners did not identify any concerns or issues regarding personal safety or bullying.</p>
S3.15 Notices are displayed in a suitable way for the establishment's population.	All accommodation areas had a comprehensive range of information notices. These notices were secured in sealed display boards. Inspectors acknowledge the comprehensive range of notices to prisoners and the inclusion of some pictorial presentations.
S3.16 Prisoners are consulted (and/or?) engaged on issues of concern to them on a regular, monthly basis. Prisoners are informed of the outcome of the consultation and provided with justifiable reasons for any decision made.	<p>A Prisoner Advisory Committee (PAC) is in operation for LGCC. There was a reasonable number of prisoners in the PAC for a prison of this size. However, Inspectors were of the view that the cultural representation was not reflective of the population. Dominance on discussion and issues occurred from the larger membership of non-Indigenous prisoners, without an active voice from the Indigenous representatives.</p> <p>As part of the commissioning process, the Centre established a Transition Advisory Group which was wholly comprised of Aboriginal and Torres Strait Islanders, and they were consulted on a wide range of redevelopment issues.</p> <p>The centre have also introduced, and should be commended for, the "Wijways" prison newsletter, represented by a multi-cultural nature of the population, and developed by Indigenous prisoners.</p>

Standards	Findings
	<p><u>Recommendation 17 (medium):</u></p> <p>That the Centre take active steps to encourage a higher representation of Indigenous prisoners on its prisoner advisory groups. .</p>
	<p>A Prisoner Advisory Committee (PAC) is in operation for LGCC (Farm). This appears to be an open and valuable forum in which a large representation of Indigenous prisoners can be found.</p>
S3.17 Accommodation units are as calm and quiet as possible both to avoid incidents and to enable rest and sleep, especially at night.	<p>There were no adverse findings in this area during the inspection. Subject to the comments noted above in s3.14, the climate of the unit permits adequate sleep and rest.</p>
S3.18 Prisoners' property held in storage is secure, and prisoners can access their property within one week of making an application.	<p>The temporary reception store, whilst a little congested and cramped due to its temporary location because of the redevelopment (as outlined in s2.4), provides adequate secure storage for prisoners property. Whilst some prisoners suggested that access to their property did not always occur within a week of a request, Inspectors were unable to identify from records that this was the case.</p>
S3.19 Prisoners are fairly compensated for clothing and possessions lost while in storage.	<p>As outlined in s1.4, prisoners attending QPS watch houses for court appearances had their underpants removed by QPS, and, as a result, the centre implemented a practice of removing the prisoners underwear prior to external escort so as to avoid loss of these items. Other than historical accounts of missing underwear, Inspectors found no evidence of a pattern of property loss at LGCC.</p>

Standards	Findings
S3.20 A standard list detailing the possessions that prisoners are allowed to keep is employed in the centre.	<p>The centre has adopted the Agency Authorised Cell Property form. This form is contained in the induction booklet. Copies of the form are also located on each noticeboard within accommodation units.</p> <p>It is of note that QCS Agency Appendix – Offender’s Authorised Cell Property (from QCS procedure – Property of Offenders), provides:</p> <p>4 x shirts 4 x shorts / pants 6 x socks</p> <p>However, the Lotus Glen Correctional Centre Prisoner’s Authorised Cell Property provides:</p> <p>3 x shirts 3 x shorts / pants 3 x socks.</p> <p>This discrepancy must also be considered in the context of the humid climate of far north Queensland and the part-closure of the tailor shop during redevelopment.</p>
	<p><u>Recommendation 18 (medium):</u> That the Centre issues prisoners the same number of clothing items as the Agency’s minimum standard.</p>

Standards	Findings
S3.21 Prisoners are encouraged, enabled and expected to keep themselves, their cells and communal areas clean.	<p>Prisoners are provided with a shower on reception, issued a toiletry pack and have the opportunity to purchase further toiletries on a weekly basis. They are expected to maintain personal and cell hygiene and this is monitored and often case noted by Custodial staff.</p> <p>The centre is undergoing expansion, renovation and refurbishment of existing accommodation. Prisoners in the newly commissioned accommodation area, Secure North, have 4 minute time limited shower facilities. It is planned that when renovations are complete, all accommodation will have these time limited shower conditions introduced.</p> <p>Inspectors enquired into the operation of Secure North accommodation, where the four minute shower condition is in place, and found that Custodial Staff do not have the ability to override shower settings to provide prisoners with an additional shower or shower time should they believe it is individually warranted. Prisoners reported that some were filling cell rubbish bins with water and taking this to their cell to enable an additional wash after lockdown.</p> <p>The Centre undertakes a full weekly inspection of all prisoner accommodation. Inspectors found that the Centre presented in a clean condition with the exception of the issues identified in Section 3.6.</p>
S3.22 Prisoners have access to drinking water (including at night time), and where practicable, the means of making a hot drink after evening lock-up.	<p>After evening lock-up, prisoners in Secure accommodation areas are, in general, secured in their cells while prisoners in Residential accommodation are secured in their units. Both accommodation areas are secured for a minimum of 13 hours per day. During their inspections, the Inspectors found that all prisoners had access to drinking water. However, only residential prisoners were provided with the means to have hot drinks after lock-up. The Centre advised Inspectors that the Centre policy does not permit prisoners in secure accommodation to access hot water facilities or hot water jugs in their cells. Hot water is available in all common areas of accommodation units.</p> <p><u>Recommendation 19 (low):</u> That the Centre considers giving prisoners access to hot water in their cells.</p> <p>Prisoners at LGCC (Farm) have day and night access to communal areas. This means that they have heat water for hot drinks.</p>

Standards	Findings
S3.23 All prisoners are issued with clothing appropriate to the weather conditions.	Inspectors observed the issuing of prisoner clothing, checked clothing provision in prisoners cells and discussed the clothing issue with prisoners and staff. Inspectors found that all prisoners were issued with clothing which was appropriate to the seasonal climatic conditions of the location of the centre.

S4: 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.

Standards	Findings
S4.1 All prisoners are treated with humanity, and with respect for the inherent dignity of the person.	During the period of the inspection, Inspectors observed a high sense of awareness and respect by staff within the centre for the significant proportion of Indigenous prisoners within the centre, and awareness of the corresponding needs of this population. Interaction with staff about prisoners – and their management -clearly indicated that staff and management are aware of the unique and complex needs of the population, specifically those resulting from the geographical remoteness of many of their places of origin.
S4.2 Staff are aware that they should set a personal example in the way they carry out their duties at all times.	<p>While the centre performed well against standard 4.1, the Inspectors also identified that the manner in which some staff interacted with, and provided assistance to, prisoners hindered the effective communication of respect and understanding. Examples of this included:</p> <ul style="list-style-type: none"> • use of complicated terminology when addressing prisoners • providing prisoners with written documents which were complex, and not taking initiative to assist the prisoner with reading the document or checking that the prisoner understood the document • answering prisoners' requests in a curt manner / disposition • automatically referring prisoners and their requests to other staff within the centre, without checking what action they could locally take (to facilitate, or assist in the interim).
	<p><u>Recommendation 20 (medium):</u> That the Centre delivers cultural competency training to all staff, including training on effective role modelling and communication.</p>
	Inspectors observed that all staff at LGCC (Farm) provided a positive role model to prisoners, in carrying out their duties, their interaction style and general demeanour.

Standards	Findings
S4.3 Staff are always fair and respectful in their day-to-day working with prisoners.	As noted above, there were many instances cited by the Inspectors where staff were very fair and respectful in their daily interactions with prisoners. This respect appeared to be built upon a knowledge of the unique and complex needs of a population that had a high proportion of Indigenous (often remote) prisoners. However, there were instances where this respect for the culture did not translate to effective communication strategies.
	Prisoners at LGCC (Farm) reported that staff were respectful and fair in their interactions with prisoners, and inspectors observed this to be the case.
S4.4 Staff positively engage with prisoners at all times and interaction between staff and prisoners is encouraged by the senior management team.	<p>Inspectors observed an intention of openness in the staff and prisoner interaction dynamic. Such an openness was clearly promoted and perpetuated by all levels of management. There were exceptional examples witnessed by Inspectors that demonstrated a high level of knowledge, understanding and interaction by Correctional Supervisors with prisoners, and a knowledge by most staff that verbal communication was the preferred form of communication for the relevant population group. Further, Inspectors observed many situations where effective interpersonal communication between staff and older or long-term prisoners occurred.</p> <p>While there was some excellent positive staff engagement with prisoners, the Inspectors also cited a few examples where some staff failed to properly interact with and assist prisoners.</p> <p>During the inspection, Inspectors became aware of the centre's practice of referring prisoners who were seeking access to their case notes to the Department of Community Safety's Information Rights Unit. Inspectors consider that this practice is, in general terms, unsatisfactory because it is not reflective of positive and open engagement between staff and prisoners. During the inspection, centre management indicated that they will introduce a local process to address this issue.</p>
	<p><u>Recommendation 21 (low):</u></p> <p>That the Centre implements a process to ensure that prisoners can have better access to their case notes without having to make an application under the <i>Right to Information Act 2009</i> or the <i>Information Privacy Act 2009</i> .</p>

Standards	Findings
	<p>The prisoner management methodology in operation at LGCC (Farm) is one that encourages and necessitates high levels of positive interaction with prisoners. Inspectors observed and reviewed case notes, interviewed staff and prisoners and found many instances of staff encouraging and motivating prisoners towards pro social activities.</p>
S4.5 Prisoners are encouraged by staff to engage in all activities and routines, promoting punctuality, attendance and responsible behaviour.	<p>Whilst Inspectors acknowledge that it would be inappropriate to require compulsory participation in activities, Inspectors cited examples where prisoners were not encouraged to engage in either meaningful activities or activities outside of the accommodation unit block.</p> <p>As it has been noted above, Inspectors observed staff at LGCC (Farm) demonstrate high levels of positive interaction skills in dealing with prisoners. This included respectful and sensitive challenging of prisoners involved in inappropriate conduct.</p>
S4.6 Inappropriate conduct on the part of prisoners is challenged.	<p>During the inspection, the Inspectors cited situations where inappropriate prisoner conduct was challenged. Furthermore, the Inspectors observed that ongoing inappropriate behaviour was escalated by a Unit Officer to a counselling session between the prisoner and a Correctional Supervisor. Inspectors observed that Correctional Supervisors were willing (and able) to address poor prisoner behaviours, and that such a behavioural standard was communicated to staff.</p> <p>IOMS case notes however, do not evidence a high level of challenging of inappropriate behaviour. It was suggested to Inspectors that this may be the result of a failure of record keeping. However, Inspectors are of the view that that lack of documented evidence of challenging inappropriate behaviour may also be indicative of failure to address potential behavioural issues before they get out of hand. In this regard, it is important for the Centre to educate and training its staff in relation to challenging inappropriate conduct.</p> <p><u>Recommendation 22 (medium):</u></p> <p>That the Centre takes steps to increase its staff capability in relation to challenging inappropriate prisoner conduct, namely behaviours or attitudes which may lead to more serious or ongoing behavioural management issues.</p>

Standards	Findings
	As it has been noted above, Inspectors observed staff at LGCC (Farm) demonstrate high levels of positive interaction skills in dealing with prisoners. This included respectful and sensitive challenging of prisoners involved in inappropriate conduct.
S4.7 Prisoners are encouraged and supported to take responsibility for their actions and decisions.	<p>S4.5 and s4.6 largely address this standard. It is apparent that there is an expectation that prisoners must take responsibility for their actions and decisions – in other words, that they are expected to be responsible citizens. Inspectors observe that more frequent positive reinforcement may further assist the Centre to facilitate prisoners taking responsibility for their actions and decisions.</p> <p>A key principle of the operation of LGCC (Farm) is the focus on prisoner personal responsibility. Systems are apparent where self-regulation is promoted and expected, and appropriate staff and prisoner interpersonal relations exist to ensure that behaviour is challenged where immaturity, irresponsibility, or anti-social behaviours are demonstrated.</p>

S5: Prisoners' relationships with their case/unit officers are based on mutual respect, high expectations and support.

Standards	Findings
S5.1 Prisoners know the name of their case officer and are able to access him/her as an initial point of reference.	<p>The concept of case management is known throughout the centre, and there is an expectation that Correctional Officers must case note in accordance with relevant QCS procedures. Furthermore, a matrix which required that case note entries must be submitted on particular days of the week in relation to specified prisoners was cited in all accommodation unit. In addition, a review of IOMS case notes provided evidence that this method was successful in achieving procedural compliance. This does not however translate into a case management practice where either prisoners are able to identify their case officer, or unit officers can readily identify their case load. It must be noted that current rostering practices had a negative impact on success in this area, although it is understood that the centre have moved from a fully rotational roster to specific rostering to accommodation units.</p>
	<p>The staff at LGCC (Farm) are allocated case loads based on the prisoners they supervise on the work parties. This provides the prisoner with clear information on who their case officer is and provides easy access to these staff. This also provides staff with the opportunity to observe and interact with prisoners on a regular basis.</p>

Standards	Findings
S5.2 Case officers are aware of the individual needs and personal circumstances of their prisoners and help them to access the services they require or respond to any matters they raise.	<p>Staff appear to have a good working knowledge of the prisoners within their respective accommodation units. Whilst it is understood that rostering can impact on the relationship and knowledge that staff have with prisoners, it is apparent that where there regular rostering of staff is present, there are higher levels of personal (and relational) knowledge about the prisoner and, as a result, that knowledge is used in an appropriate way to manage and support the prisoner. Nonetheless, Inspectors acknowledge that while there was good working knowledge of the prisoners within respective accommodation units, there was also opportunity for more frequent application of a case management methodology in order to facilitate the provision of services to prisoners.</p> <p>Correctional Supervisors (and Correctional Managers) were also observed to have a high level of knowledge of prisoners within their accommodation portfolio. This observation relates to the majority prisoners, including high profile vulnerable prisoners.</p>
	<p>As noted above, the case management practices at LGCC (Farm) ensure that staff have well informed and current knowledge about individual prisoners. The level of case management and engagement at the LGCC (Farm) provided for a high level of dynamic security and appropriate service delivery outcomes for prisoners.</p>

Standards	Findings
<p>S5.3 Case officers maintain an accurate chronological diary of contact with their prisoners using case notes, identifying any significant events affecting them, on at least a weekly basis.</p>	<p>A case note review demonstrates that, in general, case notes are entered on IOMS on a weekly basis. This weekly case-noting complied with relevant QCS procedures on case noting and report at the time of inspection.</p> <p>Inspectors observed that there was daily case noting for prisoners accommodated in the detention unit or safety unit. There were also regular audits of such case-noting by Correctional Supervisors and the Manager of Accommodation. There are notations on some IOMS case files that indicate the General Manager has also conducted case file audits.</p> <p>There were regular comments in the case notes about the relevant prisoners' general standard of behaviour, his employment status, engagement in meaningful activity, and cell and personal hygiene standards. Depending on the discretion of the reporting officer, case notes are entered either in free text style or a structured format. Inspectors also identified evidence which confirmed that case note entries occur for pertinent interactions or observations. While there is a good quantity of case noting and the centre should be commended for its level of compliance, the case notes reviewed by Inspectors did not in themselves suggest that they were based on actual contact occurring. Contact is important from a case management perspective because it is a critical element in effective engagement with prisoners.</p> <p>There is evidence that sentence management and offender development staff utilise the IOMS case noting function on a regular basis, and IRNA completion details are also input to IOMS case notes.</p>
<p>S5.4 Where appropriate, older prisoners and prisoners with disabilities have care plans as part of their management and there is evidence those care plans are monitored.</p>	<p>There is an identified special needs prisoner within the centre who has a serious medical condition requiring constant medical supervision. The prisoner is supported through an Intensive Management Plan (IMP). The IMP predominantly relates to providing functional support for the prisoner. While the Offender Health Nurse Unit Manager (NUM) is not a signatory to this document, there is a high level of interaction between the NUM and the staff managing the particular prisoner. As such, there is both a care plan and evidence that the care plans are appropriately monitored and implemented.</p>

Standards	Findings
S5.5 Case officers are able to provide input and advice on all matters relating to their prisoners.	As indicated in s5.1, case management practice was, in general, good but to some extent could be improved because either some prisoners were unable to identify their case officer, or unit officers could not readily identify their case load. However, the majority of staff worked on rotational rosters and as a result, the correctional supervisors displayed a high level of relational knowledge of prisoners. As such, appropriate input and advice on all matters relevant to relevant prisoners still occurred.
	<p><u>Recommendation 23 (medium):</u></p> <p>That the Centre implements a process to facilitate the following quality case management practices (including recording of the practices on IOMS):</p> <ul style="list-style-type: none"> • Case management is specific to the individual prisoner (not a generic template comment). • Case management is linked to targeted goals and behaviours for the individual prisoner. • Case management is reflective of both positive and negative interactions and conduct. • Case management encourages purposeful activity. • Case management is discussed with the prisoner (thereby ensuring engagement between staff and prisoners).

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S6: 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.

Standards	Findings
<p>S6.1 The centre has developed and implemented an effective strategy to reduce violence and intimidation which has earned the commitment of the whole centre and has drawn on multi-disciplinary consultation including feedback from prisoners.</p>	<p>The Prisoner Information Booklet contains a message to prisoners from the General Manager which relevantly states that "<i>LGCC recognises the inherent worth and dignity of all human beings, their potential for improvement and promotes a zero tolerance environment for drugs, bullying, victimisation and harassment</i>".</p> <p>Furthermore, the Booklet states:</p> <p><i>"Advice to Prisoners. From time to time assaults, bullying and aggressive behaviour by prisoners may occur at this centre. Any prisoners demonstrating this type of behaviour will be subject to a review of their classification and placement, which may lead to a transfer out of this centre. All staff at the centre are committed to the provision of a safe environment for prisoners and staff. I encourage you to report this behaviour through your unit Custodial Correctional Officer, the Intel Officer, or any Custodial Correctional Officer you feel comfortable reporting the behaviour to".</i></p> <p>The centre's policy against violence and intimidation is further supported by anti-bullying promotional material posted within the centre (most usually found on each accommodation unit noticeboard).</p> <p>There however, does not appear to be a documented strategy for the management of violence reduction which includes a multi-disciplinary focus, and input from prisoners.</p> <p>At LGCC (Farm), the high level of interaction between staff and prisoners in the workplace provides an effective opportunity to identify any negative dynamics / behaviours that indicate bullying or intimidation, and the interactive observation that staff perform, provides a valuable avenue for intelligence gathering and reporting.</p>

Standards	Findings
S6.2 Protection and 17 year-old Prisoners are identified and appropriate steps are taken to mitigate threats posed to their safety by other prisoners.	LGCC has no protection prisoners and 17 years olds within the population are appropriately assessed at the point of reception. The centre maximise the use of kinship groups to assist in managing those who may be subject to risk from others.
S6.3 Prisoners are consulted and involved in determining how their lives in the prison can be made safer, how bullying, verbal and physical abuse, racial abuse and threats of violence are confronted, how conflicts can be resolved and what sanctions are appropriate.	Whilst PAC groups exist in both the secure and low custody centres, a review of the minutes for the last twelve (12) months suggests that discussion regarding assaults; abuse or bullying behaviours are not a common point of discussion between staff and prisoners.
	<p><u>Recommendation 24 (medium):</u> That the Centre ensures it has a written violence reduction strategy.</p>
S6.4 Staff supervise and protect prisoners throughout the prison from bullying, verbal and physical abuse, racial abuse and threats of violence. Staff are consistent in challenging these behaviours.	The Inspectors found significant evidence to confirm that staff understood and considered the relevant cultural issues as a part of the placement of prisoners. Furthermore, the Inspectors found that staff understood that cultural issues were very relevant to the placement of prisoners. This demonstrated that staff had an understanding of physical violence, as well as abuse or bullying that could occur in an environment that forces the interaction of prisoners from different cultural groups who would not normally choose to interact.

Standards	Findings
S6.5 Appropriate interventions are in place to deal with bullies and support victims.	As stated within 6.1, the LGCC Prisoner Information Booklet states that “[a]ny prisoners demonstrating this type of behaviour will be subject to a review of their classification and placement, which may lead to a transfer out of this centre”. Like most centres prisoners who demonstrate violent or other bullying behaviour to either staff or prisoners face separation from other prisoners for security and good order reasons until they are either charged, or, alternative placement decisions can be made. Mediation is regularly used at the centre to attempt to address local issues, and this method of intervention has been effectively utilised in light of the profile of the population of the centre.
	At LGCC (Farm), prisoners identified as being the perpetrators of bullying behaviour are returned to secure custody.
S6.6 Prisoners are made aware of behaviour that is unacceptable through a well publicised policy and are made aware of the consequences of bullying.	Refer to findings against standard 6.1.

S7: 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.

Standards	Findings
S7.1 Staff ensure that a process is in place for identifying and caring for those at risk of self-harm or suicide.	<p>Inspectors found that staff generally had a sound knowledge of the process in place for the identification and management of prisoners at risk of suicide or self harm. Inspectors found that both the custodial administrative and observation process of the management of prisoners identified at risk and the hand over of at risk management plans was sound. However Inspectors found a few instances where staff did not raise a Notification of Concern in situations where prisoners threatened to either self harm or go on a hunger strike.</p> <p><u>Recommendation 25 (high):</u> That the Centre educate all staff about the importance of raising a notification of concern when a prisoner manifests self-harm or other concerning behaviour (including hunger strikes or similar behaviours of self sabotage).</p>
	<p>At LGCC (Farm) Inspectors found that staff are constantly alert for any behaviours or information that indicated concerns regarding the mental health of prisoners, including self harm and suicidal ideation. Prisoners that are identified as concerns are returned to the Secure Centre for assessment.</p>

Standards	Findings
S7.2 A multi-disciplinary committee Risk Assessment Team (RAT) effectively monitors the prison's suicide prevention policy and procedures. The RAT is chaired by a senior psychologist/health services coordinator or officer responsible for the procedural areas for at risk prisoners and membership includes staff representatives from a range of disciplines.	<p>Inspectors attended RAT meetings. These meetings were chaired by the Senior Psychologist. The panel included a psychologist, counsellor, health services staff, indigenous liaison officer, accommodation manager and a block supervisor.</p> <p>Staff had independently interviewed the prisoners involved and presented appropriate material and recommendations at the meeting.</p> <p>The RAT complied with agency procedure. Further, there was a clear prisoner focus and staff at the meeting demonstrated a high level of professionalism.</p>
S7.3 Prisoners' families, friends and external agencies are encouraged, through local arrangements, to provide sources of information which may help identify and support those prisoners likely to be bullied or who have a history of self-harming behaviour.	<p>Inspectors did not observe any cases where staff were required to liaise with external supports to aide in the at risk management process. However, they were advised that the centre regularly works closely with PMHS, a range of Chaplaincy providers, and the family members of the relevant prisoners.</p>

Standards	Findings
<p>S7.4 A detailed At Risk Management Plan is prepared with input from the prisoner, which identifies need as well as the individuals responsible. Personal factors or significant events which may be a trigger to self-harm have been identified. Regular reviews take place involving staff from a range of disciplines as appropriate, which provide good support and care for all prisoners at risk. Arrangements are in place for following up after an at risk management plan has been closed.</p>	<p>See Standard 7.1. In addition, Inspectors viewed the development of an at risk management plan and found that the plan and process appropriately supported literacy learning in an effort to stimulate the prisoner and reduce his level of boredom.</p>

Standards	Findings
<p>S7.5 Prisoners at risk of suicide and self-harm are held in a supportive and caring environment.</p>	<p>The centre has a newly commissioned Safety Unit within its Medical Centre. The Safety Unit provides a safe clinical environment. In particular, the cells in the unit are equipped with a bed and television, as well as a two way intercom and access to a toilet. This toilet is electronically opened by staff on request. The cell is also equipped with camera observation. The environment of the Safety Unit is a sterile environment.</p> <p>At Risk Management Meetings are scheduled at frequent intervals to provide the opportunity to minimise the time a prisoner remains in the Safety Unit. Inspectors observed a range of staff interacting with prisoners in the Safety Unit. These interactions displayed care and support for the prisoner.</p> <p>On a previous visit, Inspectors made the following observation of good practice "<i>The centre has a population consisting of 65% aboriginal prisoners. The centre has in place strategies to reduce the reliance on cells in the Safety Unit. Normalisation with other prisoners in a culturally appropriate manner often takes place at a meeting place on the grassed and treed area within the centre. This strategy provides for normalisation and development of support networks within the aboriginal population.</i>" This practice is currently not in operation due to the redevelopment prohibiting access to this area. However the Inspectors are advised that internal and external support is exercised by the centre during periods of concern for Indigenous prisoners.</p> <p>A review of IOMS records and observations by Inspectors indicates that in some cases prisoners with behavioural issues and subject to separate confinement appear to claim self harm intent to manipulate access to the Safety Unit as an alternative to the Detention Unit. Whilst the inspection was being undertaken, an example was presented where a prisoner moved to an at risk management regime from a separate confinement regime, had their separate confinement 'suspended' until completion of the at risk management regime, and returned to the detention unit. Inspectors conducted further investigation to find this to be a usual practice at LGCC. Section 118 of the Corrective Services Act 2006 does not provide for this management action. Upon becoming aware of this incorrect practice, the centre indicated that it will change its practice so as to align with the Corrective Services Act 2006.</p>

Standards	Findings
	<p><u>Recommendation 26 (Medium):</u> That the Centre uses, upon the completion of the redevelopment, culturally appropriate strategies (e.g. meeting in a grassed area) as a part of its interventions to facilitate normalisation between at risk and other prisoners.</p>
	<p><u>Recommendation 27 (high):</u> That the Centre ensures that its practice of returning prisoners to the detention from the safety unit complies with section 118 of the Corrective Services Act 2012.</p>
S7.6 Prisoners are encouraged to express any thoughts of suicide and/or self-harm. Prisoners are encouraged to take part in all approved therapeutic activities.	Inspectors identified limited therapeutic activity for prisoners on at risk management plans, and a preference for a sterile and separated environment. The induction process did not encourage expression of self-harm / suicide although the IRNA process was found to effectively elicit conversation from the prisoner about this issue.
S7.7 All staff, including night staff, are fully trained in suicide prevention and are clear what to do in an emergency. A program of refresher training is in place.	Training figures provided by the centre demonstrate that an adequate process is in place for the maintenance of mandatory qualifications.
S7.8 Incidents of self-harm are closely monitored and analysed at regular intervals to establish any trends and to implement preventative measures. Serious incidents are properly investigated to establish what lessons could be learnt and to promote good practice.	Inspectors found that comprehensive data analysis regarding incidents of self harm was undertaken by the centre and trends/patterns were identified so as to help inform and implement preventative measures. This data analysis is undertaken by the Intelligence Office. In addition, the Prisoner of Concern committee discusses prisoners with elevated baseline risk (EBLR) and current self harm to manage and improve practices.

Standards	Findings
S7.9 All information about prisoners at risk of self-harm or suicide is communicated to people who are able to offer support in the community upon discharge of the prisoner.	Patients of PMHS have good linkage at the point of their discharge to the community.

S8: Diversity is embraced promoted valued and respected and all prisoners should have equality of access and opportunity. All staff should also be aware of the specific needs of minority groups including foreign nationals and those subject to deportation and implement distinct policies which aim to represent their views, meet their needs and offer peer support.

Standards	Findings
S8.1 Staff are aware of their duty to observe the human rights of prisoners and treat prisoners in accordance with fairness and natural justice. They know what these rights are. They accept the legitimacy of that duty and meet their obligations under it promptly.	Inspectors spoke to a number of staff and it was found that staff understood their obligation to observe human rights and to treat prisoners fairly and with natural justice. Staff were aware that these rights related to things such as procedural fairness and non-discrimination. Staff also accepted the fact that it is their duty to comply with these obligations.
<p>S8.2 Prisoners with disabilities including mental health issues and older prisoners within the establishment are monitored to ensure their needs are appropriately addressed.</p> <p>Reasonable adjustments are made to ensure that prisoners with disabilities and those with mobility problems can access all goods, facilities and services.</p>	<p>With respect to prisoners with mental health issues, the centre's psychologists meet with Prison Mental Health Services once a week and discuss mental health issues and management strategies in relation to relevant prisoners. Also, the centre holds a case conference meeting once a week for anyone who has been elevated as having a potential issue or risk. The case conference is attended to by the Deputy General Manager, managers, and senior psychologist. In addition, there is a separate weekly meeting between the Acting Manager Offender Development, the Nurse Unit Manager and psychologists in relation to prisoners with EBLR.</p> <p>For prisoners with a disability, the centre develops an individual management plan, and discusses the plan at weekly case-conferences. The centre advises that most prisoners with disabilities integrate well into the general mainstream population and activities.</p>
S8.3 Prisoners from minority groups are not being victimised or excluded from any activity.	The majority of the population are of Aboriginal or Torres Strait Islander descent. There is no evidence of victimisation based upon affiliation with any group.

Standards	Findings
<p>S8.4 The centre has a mechanism in place to identify and manage indigenous prisoner issues which involves participation of appropriate senior management and includes prisoner and community representation.</p>	<p>The centre has different mechanisms in place to identify and manage indigenous prisoner issues. These mechanisms often involve the participation of cultural liaison officers and include:</p> <ul style="list-style-type: none"> • Mediation – prison staff mediate between prisoners where there is a conflict between prisoners due to family or internal issues. Where necessary, prison staff involve senior management and relevant members of the community in relation to the matter. • Grieving sessions – grieving sessions are often held with prisoners where there is a death in the family of one of the prisoners. The centre also conducts cleansing and smoking ceremonies. Senior management are involved in grieving sessions in so far as they must approve and coordinate these sessions and ceremonies. In addition, prison staff engage with the community by getting in contact with relevant community members, doing background interviews and consulting about matters such as which cultural healers to involve in the sessions/ceremonies and what items to bring to the prison from the community. • Shop-front – where prisoners with issues require assistance, they may communicate it by way of a shop-front request. Prisoners can go to the shop-front for a number of issues, including sentence management, cultural issues, to seek counsellor assistance and transitions. Depending on the issue, the prisoners' issues may lead to the participation of relevant senior management or community members. This is a relevant style to facilitate the needs of the Indigenous population • The Lotus Glen Acculturating Journey, an action plan including (but not limited to): <ul style="list-style-type: none"> • Offender Mentoring Program • Offender Traditional Art Project • Community Engagement Strategy • The Centre has developed a prisoner Newsletter (<i>Wijway</i>) which whilst requiring senior management oversight and approval, is developed by the prisoners for the prisoners. <p>In addition, the centre has employed a correctional manager to assist with the strategic oversight and management of indigenous prisoner issues.</p>

Standards	Findings
S8.5 All staff are trained in cultural awareness, which enables staff to understand and respond appropriately to race and cultural issues as well as to positively promote race equality.	<p>The Inspectors found that:</p> <ul style="list-style-type: none"> ○ the management team were trained in cultural capability and cultural competency; ○ the majority of staff were trained in mandatory cultural awareness. <p>Given the high proportion of indigenous prisoners in the Centre, the Inspectors consider that all staff must have a high level of cultural capability and competency.</p>
S8.6 Staff attempt to understand and actively engage with indigenous and ethnic groups.	<p>The Inspectors spoke to indigenous and ethnic prisoners about whether staff attempted to understand and actively engage with them. In addition, the Inspectors interviewed key staff, including the Indigenous Cultural Liaison Manager.</p> <p>The Inspectors found that:</p> <ul style="list-style-type: none"> ○ Staff, in general, appeared to make real attempts to ensure that individual indigenous prisoner needs were catered for; ○ Staff did seek to understand and engage with indigenous groups. For example, the Inspectors observed a meeting conducted with indigenous offenders where the Centre sought to understand and actively engage with the offenders about the development of an Indigenous Newsletter. However, it is acknowledged that this level of engagement with offenders occurred by management. The Inspectors observed that the general interaction between indigenous and ethnic group prisoners and staff was respectful. ○ The Centre facilitates a yarning circle with indigenous prisoners for consultation purposes with respect to agency visits ○ Significant consultation and engagement occurred with prisoners as part of NAIDOC planning ○ The centre is developing the Lotus Glen Acculturation Journey, seeking to involve the community in the appropriate management of indigenous prisoners and recognising LGCC as an indigenous community in and of itself.
S8.7 Inappropriate language or conduct is challenged.	There was no evidence of any inappropriate language or conduct during the period of the inspection.

Standards	Findings
S8.8 Prisoners know the identity of the indigenous liaison officers and/or cultural development officer representatives, and are easily able to contact them.	The team of cultural liaison staff at LGCC are a popular group of staff whose tasks require them to have frequent involvement in centre activities, and engagement with prisoners. As a result, Inspectors found that prisoners could readily identify this team, and the services that they provided.
S8.9 The cultural development and indigenous liaison officers take action to identify and minimise racist bullying.	<p>Cultural liaison officers attend reception, excluding weekends (although there was not one in attendance on the day that the Inspector observed reception processes). These officers explain and brief prisoners on their role. In addition, the cultural liaison officers ask prisoners whether they have any immediate concerns regarding their safety from other indigenous prisoners.</p> <p>The cultural liaison officers also stay tuned to local and remote community media. If an offence occurs in the community, the centre and cultural liaison officers then get in touch with relevant prisoners within the centre so as to ask for their advice as to whether there is going to be any payback. This information is then relayed back to other centre staff for appropriate management.</p> <p>The Inspectors found no evidence that prisoners from minority groups were victimised or excluded.</p>

Standards	Findings
S8.10 The opportunity is provided to prisoners to practice and express themselves culturally within the centre.	<p>The Inspectors found that opportunity is provided for indigenous prisoners to practice and express themselves culturally within the Centre as follows:</p> <ul style="list-style-type: none"> ○ NAIDOC Week. During NAIDOC week, there is cultural expression through dance and story telling, as well as meeting and socialising with community visitors. NAIDOC week also involved feasting with community visitors. ○ Arts projects. There was evidence of a number of arts projects and exhibits across the Centre, including indigenous art created by prisoners for some units, as well as the visits areas. In this sense, the prison was looking less like a mainstream prison environment. ○ Grieving sessions. In the event of the death of an indigenous person, the cultural team does the investigation to make the connection with any prisoners who could be a relative or family member. In these circumstances, the Centre engages with the relevant prisoners and asks for anyone that they want from their family to do the grieving session. The Centre then conducts the grieving session. ○ The cultural centre. However, cultural activities such as grieving sessions quite often cannot occur at the cultural centre because other prisoners use the facilities for education. ○ Cultural performances. The Centre facilitates performing dances on special occasions. ○ Lotus Glen Acculturation Journey. While not all aspects of this action plan are yet to be implemented / delivered, it was still found to contain some effective methods of enabling cultural expression within the centre.

Standards	Findings
S8.11 A process is in place to identify any prisoner convicted of a current or previous culturally aggravated offence or of an incident of racist bullying in prison and to draw the attention of staff to these individuals.	The Centre relies on its cultural liaison and intelligence networks to help identify any individuals who have been convicted of a current or previous culturally aggravated offence or of an incident of racist bullying in prison. Where such individuals are identified, an assessment is undertaken about the risk that that individual may pose to other prisoners and a decision is made about the placement of the individual. Additionally, cultural development and indigenous liaison officers get in touch with relevant prisoners within the centre (and community members) so as to ask for their advice as to whether there is going to be any potential risks for any individual. This information is then relayed back to other Centre staff for appropriate management.
S8.12 Staff are fully conversant with the needs of immigration detainees and foreign nationals which is reflected in the way they are managed.	N/A
S8.13 Prisoners have access to translation and interpreting services.	The centre use translation services consistent with other correctional centres.
S8.14 The Centre regularly liaise with the Department of Immigration and Citizenship (DIAC) and all Prisoners are informed as early as possible in sentence whether they are being considered for deportation.	The Centre relies on its cultural liaison and intelligence networks to help to identify any individuals who have been convicted of a current or previous culturally aggravated offence or of an incident of racist bullying in prison. Where such individuals are identified, an assessment is undertaken about the risk that the individual may pose to other prisoners and a decision is made about the placement of the individual. Additionally, cultural development and indigenous liaison officers get in touch with relevant prisoners within the centre (and community members) so as to ask for their advice as to whether there is going to be any potential risks for any individual. This information is then relayed back to other Centre staff for appropriate management.

Standards	Findings
S8.15 Immigration detainees held solely under administrative powers are transferred to an immigration unit in a special purpose facility.	N/A

S10: Prisoners are encouraged to maintain contact with the outside world through regular access to mail, telephones and visits.

Standards	Findings
S10.1 Prisoners are provided with adequate personal visits in terms of accessibility, frequency and length.	<p>The induction material provided to prisoners advises that they are entitled to one 45 minute non contact visit per week. Inspectors believe that a 45 minute period is insufficient and does not meet the Healthy Prison Standards.</p> <p>However in general the centre provides for two hour visit sessions which are of adequate duration and frequency.</p>
	<p><u>Recommendation 28 (low):</u></p> <p>That the Centre updates its induction material so as to remove the reference to a 45 minute visits session.</p>
S10.2 Visitors are treated respectfully.	<p>Inspectors observed visit sessions and visits processing. They also mad discussions with visitors to the centre about these sessions and processes. Based on these observations and discussions, Inspectors found that that visitors are generally treated in a respectful way.</p>
	<p>Visitors, in general, spoke highly of the visits processing, dog squad and supervising staff. Whilst visitors indicated that staff rotating through the visits area (i.e. not the usual staff), may sometimes be less respectful, this was not a frequent or regular issue for the visitors.</p>

Standards	Findings
<p>S10.3 Visits take place in the most relaxed environment compatible with security. A well-run and properly equipped visitors' centre is available alongside the establishment.</p>	<p>A purpose built visitor centre is adjacent to the centre; Inspectors found that the visitor centre was operated by staff in a sensitive and professional manner. In particular, the inspectors observed visits staff operate in a professional and sensitive manner that was conducive to providing a relaxed atmosphere.</p> <p>The visitors centre provided ample information in the form of posters and information leaflets. While Inspectors noticed that some visitors had limited language and literacy skills in understanding some of these items, staff were found to be very helpful in explaining processes, directions and responding to requests in a sensitive manner. Nonetheless, it is suggested that, in addition to the provision of posters and leaflets, the centre consider other ways of communicating information to visitors.</p> <p>Inspectors found that visits processing staff sometimes had to engage in time consuming activity of processing information into and out of IOMS – for example, cross referencing prisoners names off the nominal roll to identify their current accommodation. The Inspectors consider that this may impact on the efficiency of the visitor's centre.</p> <p>The visits area is a standard Agency design similar to other facilities in Queensland. While the area is sterile, the centre has plans to expand the area to include a grassed area in order to more align with the cultural needs of the significant indigenous population managed in the centre.</p>
	<p><u>Recommendation 29 (low):</u></p> <p>That the Centre considers other ways of communicating visits related information to visitors so that the information is properly understood by visitors.</p>
	<p><u>Recommendation 30 (low):</u></p> <p>That the Agency consults with visit processing staff regarding improvements to the functionality of IOMS.</p>
	<p>LGCC (Farm) conducts visits in an open area. The open area is a relaxed environment and includes a BBQ area for prisoners and their visitors. While the seating in the area is not soft, it is still comfortable and allows for re-arrangement.</p>

Standards	Findings
S10.4 Protection prisoners or those on safety orders are not disadvantaged in their access to visits.	The Centre does not provide accommodation for protection prisoners. Prisoners who are on safety orders are given visit access in either interview rooms or non-contact visit areas. These visitations are separate from other prisoners' visit sessions and consistent with the relevant prisoner's safety order.
S10.5 The visits booking system is accessible and able to deal with the number and needs of visitors.	<p>The Centre has a visits booking telephone that is available Tuesday, Wednesday and Thursday. This appears sufficient for the number of visits currently being booked. Additionally access and option of the booking system was not identified as an issue by either the prisoners or the visitors that the Inspectors interviewed.</p> <p>Inspectors observed the visits booking staff interacting with prospective visitors by phone and found them to be professional, sensitive and helpful.</p>
S10.6 Prisoners' visitors are given information about how to get to the establishment, its visiting hours and details about what to expect when they arrive.	A comprehensive visitors leaflet is provided to all prospective visitors. In addition to answering questions by visitors, visits processing staff verbally inform visitors over the phone about directions to the centre, what to expect, dress standards, and visiting hours.
S10.7 All procedures for prisoners and visitors are carried out efficiently before and after visits, to ensure that the visit is neither delayed nor curtailed.	<p>Inspectors observed visitor processing and talked to a number of visitors. Both the observation and the feedback from visitors indicated that visitors were processed in an efficient and timely manner and, therefore, visits were not unnecessarily delayed.</p> <p>The processing of prisoners for visits was observed by Inspectors and found to be coordinated in a professional and timely manner ensuring the process did not delay the visit session.</p>

Standards	Findings
S10.8 The searching of prisoners (including removal of clothing searches), visitors and their property is conducted in an appropriate manner and in accordance with procedures. The searching of children is undertaken with particular sensitivity.	<p>Inspectors observed the carrying out of removal of clothing searches on prisoners after visit sessions. In doing so, Inspectors found that the searches were undertaken in a respectful and professional manner, and that it was in compliance with the Corrective Services Act 2006 and relevant procedures.</p> <p>Inspectors observed and had discussions with visitors about the searches conducted of them prior to visit sessions. Inspectors found the searching of visitors was conducted in a sensitive, respectful and professional manner. The process included clear advice to visitors on what was about to occur.</p> <p>The searching of visitors included electronic drug detection scanning. Inspectors found that this process was also applied in an informative, sensitive and professional manner.</p>
S10.9 Visitors arriving late in secure custody centres are offered non contact visits.	Inspectors found that visits staff were considerate in processing visitors who had genuine reasons for arriving late. The staff did their utmost to ensure they were processed to attend the planned session. Visitors who arrived exceptionally late were offered non contact visit sessions.
S10.10 There is a system in place to consider and resolve complaints from prisoners and visitors regarding the visit process.	The visitors centre has a number of notices and leaflets that advise on the process of making a complaint.
S10.11 Before and after visits, visitors have access to toilet facilities.	The visitors centre had toilet facilities available for both before and after visits. These facilities were found to be clean and well equipped.
S10.12 Visits areas facilitate easy contact between prisoners and their visitors. Security arrangements in visits do not unnecessarily encroach upon privacy, however, they do reflect appropriate assessment of risk.	The visits area furniture is designed to reduce physical contact between visitors and prisoners. The visits furniture was in good condition.
	Prisoners and visitors are permitted to embrace in an appropriate manner at the commencement and conclusion of a visit.
	As noted in s10.3, LGCC (Farm) provides an appropriate environment and seating that is conducive to the level of risk within the low custody centre and contact between prisoners and visitors.

Standards	Findings
S10.13 Children are safe and can enjoy family visits in an environment that is sensitive to their needs. A safe children's activity area is provided where prisoners can supervise their children.	<p>This centre integrates all offenders in the accommodation areas. While the centre does not hold separate visit sessions for child sex offenders, children are separated from the main visits area through an appropriate screen wall.</p> <p>The visits area has a partitioned children's area where prisoners can supervise their children while the children play with a range of toys and equipment.</p>
S10.14 Prisoners' visitors can buy a range of refreshments during visits.	<p>The visits area does not enable visitors to purchase food or refreshments. However, the centre supplies tea, coffee, milk and sugar, as well as hot water facilities to make tea or coffee.</p>
	<p><u>Recommendation 31 (low):</u></p> <p>That the Centre provides visitors with the opportunity to purchase or access further refreshments during visits sessions.</p> <p>LGCC (Farm) permits prisoners to bring the following to visits:</p> <ul style="list-style-type: none"> • Sealed packets of chips • Sealed packets of lollies and crackers • Sealed cans of soft drink. <p>Visitors to LGCC (Farm) are permitted to bring:</p> <ul style="list-style-type: none"> • Sealed, commercially pre-packaged beef steak or sausages • Sealed, pre-packaged plain garden salads.
S10.15 Prisoners who are transferred out of their region or who have limited visits access due to the distance from their home have access to video conference facilities.	<p>This Centre accommodates prisoners from an extensive geographical area and in many cases personal visits are not practicable due to cost and time factors. The centre does have video conferencing facilities however the high cost of utilising this equipment inhibits families and prisoners from using it for video visits.</p>

Standards	Findings
S10.16 Private legal visits are permitted, and suitable facilities to accommodate these are provided.	There is a well documented process regarding private legal visits. The process is set out in the prisoners' handbook and as a notice in the visits area. The practice is visible and unambiguous.
S10.17 The criteria to ban or otherwise restrict visitors are visible and unambiguous. There is an appeal process available. Those visitors subject to bans or restrictions are reviewed at the end of the period of the ban.	The Inspectors identified a visible and clear documented process regarding visitor rules and obligations which addressed the criteria to ban or otherwise restrict visitors, as well as rights of appeal.
S10.18 Arrangements are in place for prisoners to receive special visits if necessary (e.g. where the prisoner may be experiencing severe emotional difficulties etc).	The centre has a system in place that provides for prisoners to request special visits and telephone calls. Each application is assessed on an individual basis.
S10.19 Visitors are able to share any concerns they have about the prisoner with visits staff.	The visitors information package and related posters provide information on how visitors can share information with staff regarding any concerns that they may have about individual prisoners – for example, the package contains advice on how visitors can share information about prisoners subject to bullying or showing signs of self harm and/or suicide. A confidential telephone number is available. As per 10.3, the provision of posters and leaflets may not be the most effective form of communication. Nonetheless, Inspectors found that visits staff presented as approachable and interacted with visitors in a respectful and sensitive manner that would encourage visitors to discuss concerns with them.
S10.20 Efforts are made to assist prisoners who have family a long way away, or in other countries, to maintain good family contact.	Inspectors were advised by prisoners that while it was expensive, they can make overseas calls. They also stated that they can request additional visits if they have overseas visitors. Further, as noted in 10.15, the Centre does have video conferencing facilities for contact with remote communities, however the high cost of utilising this equipment inhibits families and prisoners from using it for video visits.

Standards	Findings
	<p><u>Recommendation 32 (medium):</u></p> <p>That the Centre (with the support of the Agency) work with other organisations and community groups (and the Probation and Parole directorate) to maximise the use of video conferencing facilities and MOVI (and other cost-efficient technologies) in order to enable contact between prisoners and their relatives who live in remote communities.</p>
S10.21 Prisoners who are primary carers are provided with additional assistance and telephone calls specifically to maintain contact with their children.	<p>While there was not standard regime of extra phone calls, the centre considers requests for extra phone calls on a case-by-case basis.</p>
S10.22 An appropriate member of staff is responsible for arranging children's visits, supervise visits when required by court order, arrange for carer's representation or attendance at child care hearings, support those undergoing separation and advise on child protection issues and on the use of Child Safety to fulfil parental responsibilities.	<p>Prisoners can request assistance from a counsellor or psychologist. Telephone calls may be requested - provided contact is not restricted.</p> <p>Arrangements may be made in consultation with Child Safety for supervised contact and/or telephone calls with children. Primary carers are assisted by psychological and counselling staff (and support prisoners) to liaise with Child Safety and in maintaining contact and input regarding their children.</p>
S10.23 Telephone contact is made as easy as possible.	<p>Arunta telephones are available in each accommodation area including the detention unit and safety unit. These telephones are accessible and generally available during unlock periods.</p>
S10.24 Letter contact is made as easy as possible.	<p>There is no restriction on the number of letters a prisoner may send or receive.</p> <p>Mail appeared to be processed and provided to prisoners in a timely manner.</p>

Standards	Findings
S10.25 Prisoners' mail is opened to check for unauthorised enclosures or to carry out legitimate or targeted censorship in accordance with procedures.	Prisoner mail was observed to be processed in compliance with legislation and agency procedures.
S10.26 Privileged mail is only opened by staff in accordance with procedures.	A review of the centres' 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.
S10.27 A newspaper is delivered to each accommodation unit daily and made available to prisoners in a timely manner.	Newspapers are provided to each accommodation unit and are available when prisoners are unlocked in the morning. Inspectors did note however, that these newspapers did not appear to include Indigenous-specific media.

S11: 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.

Standards	Findings
S11.1 There is a comprehensive system in place for managing prisoner complaints.	<p>The Centre has a process where all complaints are written in a blue envelope and addressed under the Department's complaint management system.</p> <p>The system is maintained by the General Manager's Support Officer and an appropriate tracking tool is in place. From analysis of the complaints management register, complaints appear to be acted upon in a timely manner. The Prisoners Handbook informs prisoners about the complaints management system.</p> <p>Inspectors did not directly observe systems that supported the Indigenous population with the lodgement of their complaints, however, are aware that the Official Visitors initiated a process of walking through the accommodation units to encourage informal dialogue with prisoners.</p>
S11.2 Information about prisoner requests and complaints is provided to prisoners in a way that is easily understood, including appeal mechanisms.	<p>Inspectors observed that there was information about the complaints management system on notice boards in accommodation blocks. Prisoners right of appeal is addressed in responses to the prisoners' complaint letters. These modes of communication were clear and unambiguous.</p>
S11.3 Prisoners are encouraged to resolve complaints informally at the lowest possible level before making official complaints.	<p>Inspectors found that prisoners were encouraged to resolve complaints informally at the lowest possible level through a range of mechanisms, including mediation.</p>
S11.4 Prisoners can easily and confidentially submit complaint forms.	<p>Prisoners appeared to be aware of the blue letter process. Some prisoners advised that blue envelopes were not readily available and, as such, they had to ask officers for a blue letter. However it was noted that blue envelopes were available in each unit during the period of the inspection.</p>
S11.5 Prisoners are not pressurised to withdraw any requests or complaints.	<p>The Inspectors found no evidence indicating that prisoners were pressured to withdraw any requests or complaints.</p>

Standards	Findings
S11.6 Prisoners feel able to ask for help in completing their application or complaint and in copying relevant documentation.	The Inspectors were advised through PAC that prisoners felt able to ask for help in completing their application or complaint and in copying relevant documentation.
S11.7 Prisoners who make complaints against staff and/or other prisoners are protected from possible recrimination.	There was no evidence identified by Inspectors that suggested any form of reprisal against prisoners who lodged a complaint.
S11.8 All prisoners know how to contact the Official Visitor (OV) and/or the Ombudsman and can do so in confidence.	Official Visitor and Ombudsman posters are clearly displayed on the prisoner notice-boards. Assessment of the data maintained by the State Coordinator, Official Visitors indicates that there have been no complaints regarding OV access.
S11.9 Prisoners are not discouraged from pursuing grievances with external bodies if they need to.	There was not evidence received by the Inspectors which indicated that prisoners were discouraged from pursuing grievances with external bodies if they needed to.
S11.10 Centre management analyse complaints data regularly and if necessary take remedial action.	The Inspectors found that Centre management did not analyse complaint trend data regularly and, as such, did not take remedial action on identified trends.
	<p style="color: red;"><u>Recommendation 33 (low):</u></p> <p style="color: red;">That the Centre implements a process where it regularly analyses compliant trends.</p>

S12: 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.

Standards	Findings
S12.1 Substance dependent prisoners are provided with first night symptomatic relief following screening and testing. Subject to confirmation, existing prescribing regimes are continued or an equivalent provided.	The provision of symptomatic relief is delivered through the services of Queensland Health Offender Health Services. There is no pharmacotherapy offered at LGCC.
S12.2 Specialist staff complete a comprehensive assessment the day after a prisoner's arrival to determine a suitable stabilisation, maintenance, or detoxification programme.	As discussed above in S2.1, Queensland Health manage the immediate health needs of prisoners who are withdrawing from substances. An identified Drug and Alcohol Counsellor (D&AC) position exists within the establishment of the centre, however it is understood that this position provides general duties in addition to D&A – specific duties, limiting the D&A – specific focus.
S12.3 Prescribing regimes are flexible, conform to national clinical guidelines, adequately meet the needs of substance dependent prisoners, and are provided by specialist staff in a safe environment.	n/a – as per S12.1
S12.4 Specialist diagnosis services are provided for prisoners who experience both mental health and substance-related problems.	QHealth deliver services in this area, through Prison Mental Health Services.
S12.5 There is appropriate treatment and support for pregnant women with substance dependency.	n/a

Standards	Findings
S12.6 Prisoners receive effective support during and post-clinical intervention. Clinical treatment is integrated with psycho-social interventions.	n/a – as per S12.1
S12.7 Prisoners are informed about blood-borne viruses and other problems that may arise from substance use, and are given access to specialist services.	Queensland Health deliver upon information (including the provision of pamphlets) to prisoners within the centre that discusses health issues such as blood-borne viruses. Transitions Services provide information and linkage to prisoners regarding organisations and other community support for substance abuse. It must be recognised that many prisoners from LGCC return to remote locations, and whilst many services are available for linkage, the geographical remoteness limits the success that support and networking upon release could achieve.
S12.8 A range of effective alcohol, drug and tobacco avoidance strategies are in operation.	Alcoholics Anonymous conduct weekly visits to the centre, and the core program – Getting SMART – is regularly delivered within the centre. There are no services delivered to the centre from Narcotics Anonymous.

Standards	Findings
<p>S12.9 Effective intelligence and security measures are in place to guard against the trafficking of drugs or alcohol.</p>	<p>The centre operates a very strong model of barrier detection and intelligence-driven drug analysis. The operational drug strategy within the centre is managed by the Intelligence office, and includes traditional operational positions (such as the Correctional Managers of Accommodation and Centre Services, and the Correctional Supervisors from these areas) as well as visits staff and delta units. This provides the identification of targets (both for introduction and use of illicit substances within the centre), and a regime of urinalysis that is focused upon preventing the introduction of illicit substances to the centre, or catching those who are using such substances.</p> <p>The drug and alcohol counsellor is not included in this meeting forum. In addition, Inspectors found that whilst supply reduction was a strong focus in the drug strategy meetings, demand reduction was not receiving sufficient attention. The centre identified the preferred drug of choice by prisoners within the centre – being marijuana – and intervention service staff demonstrated a good understanding of marijuana and alcohol being the dominant substances abused by prisoners within the community.</p> <p>Regular and frequent drug testing occurs at LGCC (Farm). Prisoners who test positive to substances are returned to the Secure Centre.</p>
	<p><u>Recommendation 34 (medium):</u></p> <p>That the Centre expands strengthens its drug management strategy by:</p> <ul style="list-style-type: none"> • involving the drug and alcohol counsellor in the multi-disciplinary drug strategy meetings; • making contemporary drug and alcohol literature as a fixed agenda item in the drug strategy meetings; and • delivering substance abuse intervention when a prisoner tests positive to a urinalysis test.

S13: 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.

Standards	Findings
S13.1 All Prisoners are assessed to provide a clear understanding and record of their learning and skills needs including literacy, numeracy and language support, employability and vocational training, and social and life skills.	Each prisoner who is sentenced over 12 months receives a Rehabilitation Needs Assessment (the newly released version of the educational and vocational needs assessment), and each sentenced prisoner undergoes a literacy and numeracy assessment. These occur after each prisoner has been inducted to the centre (or receives sentencing). The Education Officer attends to these assessments twice per week to ensure timely assessment of all prisoners requiring the assessments. Where needs are identified, prisoners are referred (through the sentence management process) to program participation.
S13.2 The provision of learning and skills development and employment in the centre is based on the assessed needs of Prisoners and provides Prisoners with both the opportunity of and access to activities that are likely to benefit them.	Inspectors found that the request for annual contact hours is made by the Education Officer after consultation with the Cultural Liaison Officers, Elders, and referencing the reception literacy assessment data.
S13.3 There are sufficient meaningful activities such as employment, education and activities to purposefully occupy prisoners during the structured working day.	<p>The centre delivers employment, vocational training, literacy and numeracy, reintegration support programs and services and criminogenic programs. Like all Queensland correctional centres, an annual allocation of annual contact hours are distributed to the centre, and 2010 – 2011 data for LGCC shows:</p> <ul style="list-style-type: none"> ▪ 18, 783 vocational training hours were delivered (an excess of 6, 267 hours to the 12, 516 allocated) ▪ 12, 835 literacy hours were delivered (4, 665 less than the 17, 500 hours allocated).

Standards	Findings
	<p>LGCC (Farm) have delivered in excess of their allocated vocational training and literacy hours for the 2010 – 2011 period:</p> <ul style="list-style-type: none"> ▪ 20, 682 vocational training hours were delivered (an excess of 7, 316 hours to the 13, 366 allocated) ▪ 9, 050 literacy hours were delivered (an excess of 2, 050 hours to the 7, 000 allocated).
<p>S13.4 Activities which fall outside the learning and skills provision are purposeful and are designed to enhance Prisoners' self-esteem and their chances of successful resettlement.</p>	<p>The centre identified that it delivered a range of purposeful activities, namely, alcoholics anonymous, elders visits, cultural ceremony / event, cultural breakout area, oval, gym, hobbies, cultural dance, art, music, chaplaincy and bible studies, visits and artwork / pottery (as formal course). However, the Inspectors failed to observe a wide range of purposeful activities whilst they were on site. While on site, Inspectors found that the redevelopment was having an impact on the range and type of purposeful activities and essential services that were available for prisoners. For example, the redevelopment appeared to have a major impact on the level of access that prisoners had to the library. That is, prisoners were frustrated with their lack of access to the library due to safety and security considerations (regarding the number of prisoners to access the block with one correctional officer posted in that location).</p> <p><u>Recommendation 35 (medium):</u></p> <p>That the Centre undertakes (and implements the cost-effective findings of) a needs analysis in relation to purposeful activities (including physical activities) for prisoners (including indigenous prisoners).</p> <p>LGCC (Farm) delivers a significant number of courses within the centre which are suitable for prisoners of different capabilities. These courses are purposeful and give prisoners with skills that will be useful that they can use in the community.</p> <p>There is a range of purposeful activities available within the low custody centre, and these occupy prisoners for the periods of the unlocked day where they are not involved in other reparation activity.</p>

Standards	Findings
S13.5 Facilities and resources for learning and skills development and employment are appropriate, sufficient and suitable for purpose.	<p>Limited access to facilities and resources due to a number of factors (including the redevelopment) are having at least some impact on the learning and skill development of prisoners.</p> <p>For example, only a limited number of prisoners can participate in any program due to restrictions on the overall number permitted in the education block. Likewise, a limited numbers of programs are allowed in the programs block due to the reduction of classroom numbers as a result of the redevelopment (and staff ratio issues).</p> <p>The availability of computer resources is also a point of contention within the centre. That is, Inspectors found that whilst there is a well-equipped computer room, there is no opportunity for prisoners to access these computers for such basic things as legal work or study unless they are undertaking an approved course. The centre advised that this is the position of QCS AVET, and not a local decision.</p>
	<p><u>Recommendation 36 (medium):</u> That the Agency considers allowing the Centre's prisoners to use computers in the computer room.</p>
S13.6 All prisoners who are willing and able and who meet the criteria for participation have equal opportunity to engage in the range of activities offered by the centre.	<p>Inspectors found evidence that the education and vocational needs assessment was a comprehensive assessment that accurately referred prisoners to this form of activity. The number of contact hours being delivered would appear to be commensurate with their assessed needs.</p>

Standards	Findings
S13.7 Allocation to activity places is equitable and transparent and is based on identified Prisoner management planning needs.	The centre operates under QCS's standard referral process for programs through offender management planning. Inspectors also found that flexibility in the allocation of activity places was also demonstrated which, in turn, enabled appropriate and responsive allocation to the needs of the prison population. The flexibility identified by the Inspectors included self-referral which meant that individual prisoners could express an interest in a course at the point in which they became motivated. Such requests are encouraged and often granted by the centre. Overall, the Inspectors found that while the centre had an informal policy of attempting to include only those prisoners in vocational and educational training whose sentences are long enough to complete a Certificate III level, there was a sufficient level of flexibility in the system.
S13.8 Sentenced Prisoners who do not work because they are exempt (maternity, long term-sick etc), receive sufficient weekly allowances.	As per standard procedure, prisoners who do not work because they are exempt (long term-sick) receive sufficient unemployment benefits with their amenities.
	LGCC (Farm) has a 100% employment rate, and this is a standard expectation for prisoners to remain in this facility. No unemployment benefit is required.
S13.9 Prisoners who are unemployed through no fault of their own or who are exempt from working (maternity, long-term sick etc) are unlocked during the structured day and provided with access to the library and other structured day activities.	Inspectors found no evidence of prisoners being punished or restricted due to exemption from remunerated employment.
S13.10 The establishment has an effective strategy to ensure that education students are able to regularly and punctually attend those activities which meet their needs.	The centre supports prisoners who are full time students by remunerating them. In addition, the centre supports these prisoners through the Education Officer. The Educational Officer provides a range of support services, including accessing external information relevant to the students' studies.

Standards	Findings
S13.11 The assessment and provision of individual learning and skills development form an effective part of Prisoners' Offender management plans and are used effectively to record and review overall progress and achievement.	Discussion in standard 23 notes the performance of offender management planning. However, inclusion of a prisoner's education and vocational progress and / or completions, is submitted by the Education Officer to the updated offender management plans.
S13.12 The centre accurately record the purposeful activity hours that prisoners engage in and don't include non-purposeful activities in their calculations.	<p>The centre has produced a very good purposeful activity measurement tool. It is understood that this tool was introduced in August 2011. In the first stage, the tool was utilised so as to develop a baseline measure of purposeful activity hours. The second stage involving using the tool to also be a source of data for creating targets.</p> <p>It would appear that the implementation of this tool has been largely successful as it is adopted across all disciplines where purposeful activity can occur. Correctional Officers in accommodation units also complete and submit the tool daily, and discussion with a wide range of Correctional Officers evidenced their knowledge of the tool. There were discrepancies however in what different staff defined as a purposeful activity (for example one correctional officer recorded conversations between prisoners as a purposeful activity, and another was adamant that a prisoner throwing a ball in the accommodation unit exercise yard did not constitute anything purposeful). This is suggestive of inconsistencies in the application and measurement of the tool, and likely to result in activity that is not appropriately defined as purposeful, being allocated purposeful activity hours.</p>
S13.13 The centre has an effective strategy for maximising access to and use of a properly equipped and organised library.	As outlined in s13.4, library access has been limited as a result of the redevelopment. There is a process whereby a small stock of library books are sent in a trolley to the secure accommodation areas. While prisoners, therefore, receive library services, Inspectors found the selection of the books in the trolley to be limited and possibly unattractive to the majority of the population.
	<p><u>Recommendation 37 (medium):</u> That the Centre makes the library in Education Block available to more prisoners and, in the event that there are genuine safety or security issues that prevent access to an individual group of prisoners, that more appropriate library resources are made available to them.</p>

Standards	Findings
S13.14 Library materials should be broadly reflective and meet the needs of the prisoner population.	<p>The prisoner library is well stocked with relatively new resources, and it is understood that the facility provide adequate annual spending on re-stocking and updating library resources. However, as noted in s10.27 Inspectors could locate very little in the library that was Indigenous-specific, nor very little that catered for the large population of low level literacy needs of a significant proportion of the LGCC population. This included an absence of Indigenous media (such as Koori mail).</p> <p>At the time of inspection, the library was not stocked with QCS procedures. The library had hard copy legal text books, but there was no copy of legislation or procedures. When Inspectors enquired as to prisoners access to QCS procedure and legislation they were advised that prisoners needed to request and copies would be provided. This is reinforced in the prisoners' induction handbook.</p>
	<p><u>Recommendation 38 (medium):</u> That the Centre ensures conducts a needs analysis in relation to library resources required by prisoners.</p> <p><u>Recommendation 39 (medium):</u> That the Centre ensures that prisoners have direct access to legislation and relevant policies and procedures.</p>

S14: 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.

Standards	Findings
S14.1 Health promotion and personal fitness are explicit program objectives for prisoners.	The Inspectors identified the program of activities aimed to promote health and personal fitness.
S14.2 Before using the gym or undertaking strenuous exercise older prisoners are assessed by health services staff.	There was no evidence that this occurred as a matter of routine, except to note that a health assessment occurs as a standard part of the reception process, and where a prisoner presents with health concerns, the positive relationship between QLD Health and QCS staff is likely to result in communication to avoid injury.
S14.3 All prisoners have the opportunity to use physical activities facilities at least twice a week.	<p>The Inspectors reviewed the activities roster and found that all prisoners in each unit were able to use the oval three days a week for a period of approximately 50 minutes per day. Furthermore, it was identified that prisoners from each unit were also able to utilise the gym three days per week for a period of 50 minutes per day. Nonetheless, there are currently limited activity options for the elderly or disabled in a supervised context.</p> <p>LGCC (Farm) have a gym area with suitable equipment for prisoners use. There is space whereby prisoners can participate in oval-type activities and there is a rainforest recreational area where prisoners can relax. Outside of required times to participate in employment or vocational training, prisoners are able to use these facilities. Inspectors noted the regular use of these by a large proportion of the prisoner population.</p>

Standards	Findings
S14.4 Recreational physical exercise is encouraged by staff and the prison has suitable facilities.	<p>It was apparent from speaking to some prisoners and officers that unit officers did attempt to encourage prisoners to take part in out-of-cell activities.</p> <p>However, the Inspectors note that the Activities Officers developed limited group structured activities for prisoners. Rather, it appeared that it was predominantly up to each prisoner to pick and choose what he wanted to do.</p> <p>The significant infrastructure development at the Centre, contributes to the limited extent of facilities available to prisoners.</p> <p>The absence of a specific induction session presented by activities staff results in a missed opportunity to encourage recreational physical exercise.</p>
S14.5 Daily exercise yard activity is not substituted for the opportunity to use the gym and oval facilities.	Inspectors could find no evidence of unscheduled gym activity closure.
S14.6 Physical activities facilities are broadly reflective of the nature of the population.	<p>Football is a regular and accessible activity within the centre. As indicated earlier, the Centre does not have activities specifically designed for older prisoners. In addition, at the time of the inspection, all of the psychical activities (excluding Art), were reflective of activities available in mainstream prisons. Given the large indigenous population of the prison, the Inspectors consider that the activities programs should also include those activities that are reflective of a needs analysis of the indigenous population.</p> <p>It must be noted however, that the redevelopment is causing the gym to be used as a storage facility. Therefore, there was limited space for any anaerobic activity within the gym which is more suitable for those prisoners less physically mobile and able.</p> <p>As noted at s14.3, LGCC (Farm) has a good balance of activity for the diverse population within the centre.</p>
S14.7 Records of accidents, injuries and other incidents are monitored monthly and appropriate remedial action is taken where necessary to minimise risks.	The centre records prisoner injuries within IOMS incident reports. In January 2011 to December 2011 period the centre recorded 2 prisoner injuries resultant of oval / gymnasium accidents.

Standards	Findings
S14.8 A program of arts, crafts and hobbies is promoted to prisoners and is reflective of the needs of the prisoner population.	<p>One aboriginal art class was evidenced by Inspectors, and in-cell art hobbies were observed to be available in residential. There was no observable in-cell activity available in secure accommodation.</p> <p>Arts and crafts are made available to prisoners in the gym. Some board games are also made available to prisoners.</p> <p>While arts and crafts were made available to prisoners, there was not a strong encouragement process to all prisoners to participate in these and other types of activities, including hobbies.</p>
	<p><u>Recommendation 40 (medium):</u></p> <p>That the Centre implements a process to ensure that there is regular promotion of physical, art, craft and hobby activities (including structured group activities) and that there is cost effective expansion of the range of in-unit and in-cell activities available for prisoners.</p>

S15: 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.

Standards	Findings
S15.1 All prisoners have access to worship/faith meetings each week and regular access to chaplains of their faith. Alternative or additional provisions are made where it is deemed unsuitable for prisoners to attend religious services.	The Centre is currently undergoing major construction and the Spiritual/Religious Centre is currently unavailable for use. Weekly worship is undertaken in a classroom at the education block. However, there is a limit on the number of prisoners permitted to be present in the education block. Inspectors were advised that this means not all prisoners who wish to attend services can do so. Additionally other related chaplaincy activities in the education block have a ceiling on the number of prisoners permitted to attend.
S15.2 Chaplains are involved immediately when a prisoner is near to death or has died, to support the dying prisoner, relatives, other prisoners and staff.	The Chaplaincy coordinator advised that they often become aware of these types of issues from the prison grapevine. The indication was that they are not formally advised by Centre management of these issues.
S15.3 Prisoners know the timings of religious services and these are well advertised. Timings are appropriate to the different religions.	Details about chaplaincy team members and their schedule of visits is publicised in all accommodation areas, including the timing of religious services.
S15.4 Prisoners are able to obtain, keep and use artefacts that have religious significance, provided they do not pose a risk to security.	Artefacts of religious significance are not listed as approved property on the property list detailed in the induction handbook. Nor is the process for requesting or purchasing these articles identified in the handbook. However prisoners, chaplains and staff advise that prisoners can purchase religious items provided that these items do not impact on safety or security.

Standards	Findings
S15.5 Prisoners are able to celebrate major religious festivals and these are actively promoted by the centre.	Details about chaplaincy team members and their schedule of visits is publicised in all accommodation areas, including the timing of religious services.
S15.6 Where appropriate to the circumstances, chaplains are consulted about prisoners they are involved with, for example where the prisoner is being discharged and requires support, or in relation to release on parole.	Details about chaplaincy team members and their schedule of visits is publicised in all accommodation areas, including the timing of religious services.

S16: All prisoners are actively encouraged to engage in out of cell activities.

Standards	Findings
S16.1 Prisoners have access to a minimum of 10 hours out of their cells except in exceptional circumstances.	Inspectors observations, reviews of accommodation unit log books, discussions with prisoners and staff indicated that prisoners have the opportunity for at least 10 hours out of cell time six days per week. Prisoners are secured in cells on Tuesday for an additional period of three and a half hours to facilitate staff training.
S16.2 A structured day for prisoners, including activities and exercise, are publicised on every block, and adhered to consistently.	The structured day is publicised on the noticeboard in all prisoner accommodation areas. Inspectors found that daily compliance with the structured day is generally good. Inspectors noted that this is achieved with the backdrop of major construction work being undertaken at the centre.
S16.3 Out of cell activities, including activities and exercise, are not cancelled unnecessarily. Reasons for cancellation are explained to unit staff and prisoners.	Inspectors found no evidence that out of unit activities had been cancelled unnecessarily. It is acknowledged that the construction work had unavoidably impacted on some activities during the preceding months.
S16.4 Prisoners with physical, sensory, mental and learning disabilities as well as aged prisoners have the opportunity to participate in activities that meet their needs.	The centre does not provide any age group or disabled specific (i.e. over 50's) activity sessions.
S16.5 All prisoners are encouraged to engage in out of cell activities.	<p>In a similar fashion to comments in standard 4, Inspectors cited examples where prisoners were not encouraged to engage in either meaningful activities or activities outside of the accommodation unit block.</p> <p>Whilst Inspectors acknowledge that it would be inappropriate to require compulsory participation in activities, they still observed a failure by some staff to actively encourage, motivate or promote prisoners participation in purposeful activities.</p>

Standards	Findings
S16.6 Prisoners, including those on maximum security orders, safety orders or who are medically segregated, are given the opportunity for at least one hour of exercise in the open air every day.	There was evidence that exercise is provided to most prisoners who are separated from the population. There were some occasions where staff were unsure about their ability to restrict access to exercise due to the type of behaviour which was manifested by the relevant prisoner. Nonetheless, appropriate consultation with relevant staff and management occurred in these situations so as to ensure that prisoners were properly afforded exercise.
S16.7 Out of cell activities, including activities and exercise, are supervised effectively by staff, and prisoners feel safe, especially those who may be at risk of self-harm or bullying.	All accommodation units are supervised by custodial staff. While unit exercise yard/campus area activities are not directly supervised and organised by custodial staff, there is regular observation of the out-of-cell activities. Prisoners report that they feel safe in this centre. Physical activities external to the accommodation areas such as the gymnasium are supervised by staff.
S16.8 All prisoners have the use of properly equipped areas for association and exercise.	All accommodation areas have common areas and open air access. These common areas are equipped with seating and tables that enable associations to occur. All secure accommodation units have an open air exercise unit attached to them. These exercise units are equipped with a basketball hoop, chin up bars and dip bars. Prisoners are provided with a basketball, rugby ball, table tennis table and board games. Prisoners advised that board games left in common areas at lock away and not stored are disposed by staff. This is in line with the information detailed in the Lotus Glen Correctional Centre Unit Induction Secure North booklet, Version 1-14 Feb 2011 "Any items that are left out in the unit after lock away will be assumed discarded and will be disposed of by correctional staff". Residential accommodation is an open campus design and provides a basketball court, chin up and dip bars, exercise bikes, rowing machines. Each unit is provided with board games. These association areas are available to prisoners at all times during the period of unlock.

S17: 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.

Standards	Findings
<p>S17.1 The elements of 'dynamic security' are in place:</p> <ul style="list-style-type: none"> ▪ staff–prisoner relationships are positive ▪ prisoners receive individual attention from staff ▪ there is constructive activity to occupy prisoners. 	<p>Subject to the comments in standard 4 staff generally appear to have a sound knowledge of the prisoners in their unit, although there is the potential to increase opportunities for staff to engage with prisoners.</p> <p>Management appear committed to promoting and encouraging staff to actively engage with prisoners. Very positively, management is moving towards prisoner involvement in the meetings that make decisions regarding their progress such as placement and work, rather than decisions made in absentia.</p>
<p>S17.2 There is an effective intelligence function in the centre that safeguards prisoners' well-being.</p>	<p>A sound, proactive intelligence system exists that closely monitors potential for adverse associations. This information is used to assist in the management of prisoners on reception, during their stay and for assessment of the suitability of a transfer Centre.</p>
<p>S17.3 Searches requiring removal of clothing are carried out in accordance with prisoner search procedures. Security measures such as searching are carried out with regard to the protection of human dignity.</p>	<p>Removal of clothing searches were observed to be conducted appropriately and in accordance with relevant procedures.</p> <p>Inspectors found no complaints regarding searches.</p>
<p>S17.4 Local rules and routines are publicised prominently throughout all accommodation and communal areas.</p>	<p>Inspectors found rules and routines posted around the centre, including on noticeboards. They were also able to be located within the prisoner handbook.</p>

Standards	Findings
S17.5 Rules and routines are applied fairly and consistently. Staff use only the level of authority necessary to ensure a prisoner's compliance with the rules. When rules are breached, staff take time to explain how and why to the prisoner concerned.	<p>Rules are well displayed throughout the Centre and extend from general Centre based behavioural expectations to specific activity instruction.</p> <p>Prisoner handbooks also give prisoners clear direction on rules, routines and behavioural expectations.</p>
S17.6 When decisions are conveyed to prisoners, appeal arrangements are explained and made available.	<p>There were no complaints by prisoners regarding the application of rules and routines.</p> <p>LGCC (Farm) demonstrated an inclusive style of management with prisoners. It involved the prisoner in the decision making process and providing transparent and detailed reasons for decisions.</p>
S17.7 Force is only used legitimately and as a last resort.	<p>Data collection from 01.12.10 – 01.12.11 identified that LGCC had 78 reported incidents where force was used. This equates to 11.5% of the total use of force instances across all correctional centres for that period, and rates the centre as the 4th highest:</p> <p>Brisbane Women's – 117</p> <p>Brisbane – 96</p> <p>Woodford – 89</p> <p>Lotus Glen – 78</p> <p>Maryborough – 62</p> <p>Townsville (male) - 54</p> <p>Whilst conducting the inspection, Inspectors observed no instances of excessive use of force. However, Inspectors witnessed one incident where there was an insufficient use of force, which resulted in a further assault on an officer.</p> <p>LGCC (Farm) recorded 1 incident of use of force for the period 01.12.10 – 01.12.11. No concerns exist with the low custody centre in regard to use of force or its application.</p>

Standards	Findings
S17.8 The use of force is monitored by the prison for location and emerging patterns and these are acted upon.	The centre monitors trends regarding the use of force in relation to incidents, and attention is paid and appropriate action taken, where there a pattern of concern has been identified.
S17.9 Where force is used, trained staff use only approved techniques with no more force and for no longer than is necessary.	<p>LGCC delivers block training in accordance with a comprehensive annual training plan and matrix. Staff are trained as a group, and undertake competency renewals prior to the expiration of their current competency.</p> <p>LGCC (Farm) staff are included in the secure custody centres annual training plan, and therefore, also undertake block training which maintains their currency in mandatory competencies.</p>

S18: 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.

Standards	Findings
S18.1 Safety Orders for security and good order purposes are only used when appropriate to the circumstances and in accordance with procedures.	<p>Inspectors reviewed Safety Orders, breach determinations and compared them against occupancy of the detention unit cells. In doing so, the Inspectors identified that the centre had a practice where prisoners subject to a breach determination requiring separate confinement who subsequently were placed on a Safety Order before the period of separate confinement had been served, were returned to the detention unit to complete their period of separate confinement regardless of the period of the Safety Order. This did not appear to be consistent with s.118(2)(b)(ii) of the <i>Corrective Services Act 2006</i> (also see comments against standard 18.13). Upon becoming aware of its error, the centre has ceased the practice.</p> <p>Recently, the centre introduced a practice where safety orders are listed as an agenda item in its daily management meetings. Inspectors consider that this new practice has improved the centre's administration of, and compliance with the requirements of safety orders. Nonetheless, the Inspectors conducted some further reviews of safety orders and detention units, and found that there is still some failings in the centre's administration of safety orders.</p>
	<p><u>Recommendation 41 (medium):</u></p> <p>That the Centre takes steps to increase its level of administrative compliance in relation to management of safety orders.</p>
S18.2 Prisoners are provided with information about disciplinary processes, including appeals.	<p>While the Centre's Prisoner Information and Unit Induction booklets did not contain information about the disciplinary process or prisoners' right of appeal, Inspectors' observations of the breach hearings conducted by the Centre (including some recorded breach hearings) indicated that staff properly informed prisoners about the disciplinary process including their right of appeal. Prisoners were also provided with the opportunity to appeal.</p>

Standards	Findings
S18.3 Prisoners have opportunities to appeal disciplinary decisions.	See s18.2. However Inspectors found that prisoners had major difficulties in accessing relevant legislation in preparation for a breach hearing. Inspectors found that the Corrective Services Act 2006 and its regulation were not available in the accommodation units, as commented in s13.14.
S18.4 Disciplinary matters including appeals are finalised in a timely manner.	There was evidence of some delays in the finalisation of breach matters due to the time taken in finalising investigations which were referred for criminal investigation under s.114 of the Corrective Services Act 2006. The consequences of these delays in conducting a criminal investigation included: discharge of prisoners prior to some matters being returned to the centre; difficulties in discipline of prisoners; and the extended separation of prisoners on safety orders.
	<p><u>Recommendation 42 (medium):</u> That the Agency reviews the timeliness of criminal investigations in relation to relevant incidents at the Centre.</p>
S18.5 Where appropriate to the circumstances, alternatives to disciplinary proceedings are instituted.	Case notes indicated that many prisoners were given warnings prior to officers imposing breaches. There was also evidence of other strategies such as mediation and counselling prior to the commencement of any breach action.
S18.6 No 'unofficial' or 'collective' punishments are used, either individually or systematically.	Inspectors found no evidence of unofficial or collective punishments occurring.

Standards	Findings
<p>S18.7 Breach proceedings are conducted in a clear and fair manner always properly recorded.</p> <ul style="list-style-type: none"> ▪ Prisoners are provided, in a timely manner, the appropriate documentation and details of the allegation. • Prisoners are provided with an opportunity to present their case and play an active role during breach hearings. • Findings and punishments are made fairly and consistently on the evidence available and mitigating circumstances are considered. • The results are explained to the prisoner. 	<p>Inspectors reviewed digital recordings and observed breach hearings. In doing so, they found that the centre, in general, complied with relevant procedures, and that the penalties were appropriate (see further comments).</p> <p>In all cases the determining officer ensured that the prisoner was given ample information about the alleged offence, process and the outcome. However, as indicated in the findings against s18.1, prisoners were not well informed about the content of <i>CSA 2006</i> concerning breaches in prisoner booklets.</p> <p>Inspectors identified a few situations where the loss of privilege for a prisoner was either non-compliant with the Corrective Services Act 206 (i.e. 7 day loss of privileges for a minor breach) or arbitrary (i.e. any damage to TV's will result in loss of TV privileges).</p> <p>During a number of breach hearings, prisoners submitted that they had been subject to separation as a result of the incident that they had been breached for - albeit on a Safety Order - and in some cases placed in an unpowered cell. Inspectors found that this fact was not sufficiently considered in the determination of the breach punishment decision.</p> <p>Inspectors found that in a number of instances breaches were dismissed due to details provided by staff being legislatively incorrect i.e. using the wrong Regulation for act or omission.</p>
	<p><u>Recommendation 43 (high):</u> That the Centre provides further training to its staff about the breach process, including about the following principles:</p> <ul style="list-style-type: none"> • Punishment under the breach of process does not exceed 24 hours for minor breaches and 7 days for major breaches; • Staff do not pre-determine breach hearings and outcomes, and consider all of the evidence; • Staff accurately apply section 6 of the <i>Corrective Services Regulation 2006</i>; • Lawful separation orders, as well as accurate administration of separate confinement documentation and electronic records; and • Prisoners subject to a discipline process are provided with more detailed information about the legislation that covers breaches of discipline, including access to the legislation.

Standards	Findings
S18.8 The use of special cells and mechanical restraints is properly authorised and they are only used as a last resort. Prisoners are always released as soon as use is no longer justified.	See findings against s18.1. Additionally inspectors found that the use of mechanical restraints were appropriate in all cases. (This comment is noted in the context of the observed incident noted in s.17.7 where Inspectors witnessed one incident where there was an insufficient use of force, which resulted in a further assault on an officer).
S18.9 Control and restraint equipment is in good order, and a careful inventory and record of its use is kept.	Control and restraint equipment is in good order, held securely, and well recorded.
S18.10 Video cameras are used to record planned interventions requiring physical restraint.	The Centre ensures that any planned extractions or interventions that involve physical restraint are digitally recorded.
S18.11 Prisoners subject to Control and Restraint procedures or those occurring outside normal hours are seen as soon as possible by a medical staff member.	The Centre operates a 24 hour medical staffing model. Inspectors found that medical staff assessed prisoners who were subject to use of force soon after the relevant incidents.
S18.12 The design and build of the separation unit is suitable for its purpose and offers well maintained facilities.	<p>The Centre recently commissioned a new detention unit (separation unit). This unit was established for the accommodation of prisoners who are subject to either disciplinary separation or a safety order for the good order or security of the prison.</p> <p>Additionally the Centre has commissioned a safety unit (separation unit) which allows for the accommodation of prisoners subject to a safety order for at risk of suicide/self harm.</p> <p>Both these facilities were found to be clean, well maintained and fit for purpose.</p>

Standards	Findings
S18.13 Prisoners are received into the separation unit with the proper authorisation and for appropriate reasons. Documentation accompanies the prisoner into the unit.	<p>As indicated earlier, a review of IOMS data based on cell occupancy in the separation units and a cross referencing with breaches and Safety Orders found a number of instances when prisoners were accommodated on separation without authorisation. Onsite enquiries found that the centres practices in the application of separate confinement failed to comply with the <i>Corrective Services Act 2006 (CSA 2006)</i> resulting in prisoners being subject to separation without legislative authority. Inspectors identified this issue to centre management who accepted that they had incorrectly interpreted the legislation and immediately gave direction to cease the practice.</p> <p>The review of IOMS also indicated issues with the application of Safety Orders however current practices in place at the centre demonstrate generally sound compliance. The improvement may be as a result of management oversight of Safety Orders as an aspect of the daily management briefing. However an example of a Safety Order being used outside of the designed legislative intent was identified during the inspection. This was also identified to centre management who accepted that they had incorrectly interpreted the legislation.</p>
S18.14 Prisoners under separate confinement have their wellbeing ensured by close monitoring and active management.	<p>A review of IOMS data based on cell occupancy in the separation units and a cross referencing with breaches and Safety Orders found a number of instances when prisoners were accommodated on separation without authorisation (see findings against standard 18.1). As noted in the findings against s18.1, the centre has remedied this matter.</p> <p>The review of IOMS also indicated that there were some technical compliance issues with the application of safety orders, but that the current practices at the centre demonstrate a generally sound level of compliance. The improvement may be as a result of management oversight of safety orders as an aspect of the daily management briefing.</p>

S19: Prisoner employment and remuneration is well-publicised, designed to improve behaviour and is administered fairly, transparently and consistently.

Standards	Findings
S19.1 Staff and prisoners are clear about prisoner employment and remuneration and the criteria for assessment, selection and termination.	<p>The Prisoner Information Booklet advises prisoners of available employment options external to the unit, and refers them to the “Offender Employment Applications” and their unit Custodial Correctional Officers for further assistance. Whilst Inspectors noted a functional employment process was in place for the centre, there is not a local procedure or other written reference point which informs prisoners and staff about the process.</p>
S19.2 Remuneration and employment is applied consistently and fairly across the prison.	<p>A multi-disciplinary employment panel selects prisoners for employment within the centre. Members of the panel include Correctional Managers, Correctional Supervisors, Intelligence staff, Industries Advisor, Food Services Advisor, and the Nurse Unit Manager. The panel meets weekly.</p> <p>The employment process for the centre is as follows:</p> <ul style="list-style-type: none"> • Prisoner submits an employment request form. • The panel considers the prisoners’ application. In doing so, panel members provide input about their knowledge and assessment of the prisoner’s behaviour, including Correctional Supervisors and Correctional Managers. • Decision regarding prisoners suitability for requested position (and any other position considered suitable) is made. • Referral is made to the intelligence for a final intelligence check. • Intelligence office provides a letter to the prisoner about the outcome. • Interview is undertaken with the workplace Trade Instructors. • Employment commences and a case note is entered to confirm.

Standards	Findings
	<p>As a part of the abovementioned process:</p> <ul style="list-style-type: none"> • The custodial and community employment history of the relevant prisoner is referred to by, and read out to, the panel; • Case notes are referred to by the panel members if they are not familiar with the prisoner (where the panel are familiar with the prisoner, at least one panel member gives an overview of his current conduct and any presenting issues or concerns); and <p>Where prisoners present with questionable behaviour / risk, the panel refer only to accommodation unit work.</p>
S19.3 A prisoner's progress or access to employment is not unnecessarily restricted because of their accommodation status.	Inspectors understand that prisoners are not currently restricted on where they work on the basis of their accommodation status. However, it is also understood that the, as a result of the introduction of the structured day, the centre will seek to avoid conflict between the scheduling of employment sessions and other purposeful activities that prisoners could undertake at the centre.
S19.4 Prisoners are promoted or demoted on the basis of their behaviour. Consideration is given to the length of time a prisoner has been positively engaged in full employment.	There is a fair system in place in regard to how prisoners are promoted to higher remunerated positions. This system is based on a balance of both good workplace performance and length of time in a position.
S19.5 Prisoners who are demoted or terminated from employment are advised in writing of the reasons for the action. Staff consult prisoners and inform them in writing of the findings of any review.	The centre supplied evidence which confirmed that the cases of suspension or termination are rare. Nonetheless, the centre's process for demotion or termination, in general, involved giving three (3) warnings (where it is a waning performance issue). However, the centre proceeded to immediate termination (subject to the appropriate functional managers approval) in the case of theft, making unapproved articles or fighting. The centre's approach of immediate termination is coupled with an incident report.

Standards	Findings
S19.6 Prisoners can request a review of employment decisions to demote or terminate.	As there was no written process or documentation regarding the management of the suspension or termination of employment, there appeared to be an ongoing risk that prisoners may not receive adequate information about their ability to seek a review – although the centre's blue letter process could be used by prisoners to lodge a complaint.
	<p><u>Recommendation 44 (medium):</u> That the Centre refines its employment process and panel by:</p> <ul style="list-style-type: none"> • Having the unit officer provide a summary of case notes prior to the panel considering the request; • Having the employment recommendation from the Rehabilitation Needs Assessment (RNA) included in the assessment process; and • Creating a written document (whether that be a local procedure or within the Prisoner Information Booklet) that clearly outlines each stage of the employment process (recruitment, selection, transfer, suspension and termination), including information about a prisoner's ability to request a review of an employment decision.

Standards	Findings
<p>S19.7 Work placements provide purposeful and structured training for prisoners and wherever possible vocational qualifications can be obtained alongside their work. In the absence of such qualifications, developed skills are recognised and recorded.</p>	<p>In addition to employment in the areas of domestic services and kitchen, the following industry based employment options are available for prisoners:</p> <ol style="list-style-type: none"> 1. Tailor Shop 2. Laundry 3. Carpenter Shop 4. Landscaping (internal to perimeter fence) <p>The workshop employed approximately 100 prisoners (this figure does not include the kitchen workers).</p> <p>After the centre's redevelopment, the established workshops will expand, and Engineering will be added as an option. It is further understood that upon completion of industries redevelopment, a structured day will also be introduced. The structured day will provide certainty in the stable shift allocation of prisoners.</p> <p>The centre provides limited options for vocational training (which is currently delivered through the Education Officer resource, with the allocation of finances provided by QCS AVET allocations). However the Correctional Manager Industries advised Inspectors of the intention to link in further with vocational education after the full industries redevelopment is completed, and utilise the skills of the Trade Instructors to expand this opportunity for prisoners.</p>
<p>S19.8 The program of employment and related training focuses on equipping prisoners for employment on release.</p>	<p>As indicated in the findings against s19.7, the centre has kitchen, domestic cleaning and 4 industry based employment available for prisoners. The benefits of these employment opportunities for prisoners include the development of a work ethic and a sense of responsibility.</p> <p>However, Inspectors are aware that many prisoners are being released to remote Aboriginal communities, where employment may be limited and less sophisticated than some of the skill acquisition offered at the centre. Whilst Inspectors are of the view that employment opportunities in the returning communities of prisoners should be considered as one of the criteria for skill development, Inspectors concur with the centres premise that acquiring the skills of work readiness – as is offered within every element of training – is important.</p>

Standards	Findings
	<p><u>Recommendation 45 (medium):</u> That the Centre publishes a schedule in respect of (and promotes) employment opportunities for prisoners.</p>

S20: 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.

Standards	Findings
S20.1 Food is adequate for health, varied and culturally appropriate.	The centre provides an appropriate diet for the population. While the diet is adequate for health, it does not appear to be the same as what some indigenous prisoners may consume in their communities. However, prisoners can raise concerns about their diet through PAC, or with the Food Services Coordinator.
S20.2 All areas where food is stored, prepared or served conform to the relevant food safety and hygiene regulations.	Inspectors observed a high standard of cleanliness and hygiene in the central kitchen. The practice of food distribution from this central area to localised units is managed by the provision of hotboxes. Prisoners who deliver these hotboxes to units are escorted by staff.
S20.3 Prisoners with approved special dietary requirements have meals properly prepared and served.	Prisoners can request a special diet provided it is medically approved or endorsed at a cultural level. It would appear that the creation of the centre's menu has reduced the centre's consideration of granting vegetarian meal requests. This may be an area the centre wish to further pursue where vegetarian options are in demand (see comments by prisoners in S20.6).
S20.4 All areas where food is stored, prepared or served are clean, properly equipped and well managed.	<p>The redevelopment of the centre will mean that:</p> <ul style="list-style-type: none"> • the kitchen will be the only place where food is prepared; and • food will only be served in accommodation areas. <p>Inspectors found that the central kitchen is adequately resourced. Furthermore, they found that the accommodation unit kitchens (defining this as a space where there is a fridge for storage, sink for cleaning, shelf space for storage, and bench space for serving food), have sufficient culinary items and cleaning equipment to achieve the basic outcomes required for the distribution of meals.</p>

Standards	Findings
S20.5 Prisoners and staff who work with food are health screened and trained, wear proper clothing and prisoners are able to gain relevant qualifications.	Prisoners employed in the central kitchen are employed after careful consideration is given to their ability to perform tasks of the relevant positions. Inductions occur for each prisoner employed within the central kitchen. These inductions, amongst other things, address safe food handling practices. In terms of supervision, qualified Trade Instructors oversee prisoners in order to ensure that safety and health practices occur.
S20.6 Prisoner complaints about food are investigated and if required, remedial action is taken.	Prisoners can submit complaints through the Prisoner Advisory Committee, as well as the complaints management system. Consultation by the Inspection team with this group of prisoners, suggested that generally, the standard of the food provided was of a satisfactory quality, with the only complaint being the management of special diets. Prisoners within this forum suggested that due consideration was not given to requests for special diets.
S20.7 Meals are served at appropriate times during the day.	Like most centres, LGCC serve meals at appropriate times through the day (breakfast, lunch and dinner), and provide adequate consumables for prisoners to have supplementary items (such as bread, cereal etc).
S20.8 Prisoners are able to dine in association (except in exceptional circumstances).	All meal distribution points within the centre are aligned with a communal eating area. In accommodation units, this is the communal dining area – where sufficient space exists for the number of prisoners residing in each unit. Residential units have dining in a more general area.
S20.9 Staff supervise the preparation and serving of food in order to prevent tampering with food and other forms of bullying.	Prisoner meal times within the centre occur at unlocked periods within the day where correctional staff are posted to each accommodation unit. Direct supervision of meal distribution did not occur, but staff were present in the unit and observing the meal distribution. Prisoners working within the central kitchen are supervised by qualified Trade Instructors who oversee the preparation of the food. Due to the nature of the duties undertaken by prisoners within the central kitchen, careful consideration is given to those employed within this area, and this risk assessment model, coupled with Trade Instructor supervision, ensures that high standards of food preparation occur.

S21: Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs.

Standards	Findings
S21.1 Prisoners have access to a wide range of products on offer and the range and cost of items are comparable to that of a local supermarket.	The buy-up list offers a reasonable choice for prisoner purchases that is in many instances more varied in comparison to the range offered in other Centres.
S21.2 The list of goods available to prisoners is publicised prominently in every accommodation area. Any price changes during the last twelve months can be justified by changes in prices outside the centre and any restrictions on products are based on sound evidence.	Buy-up forms could be found in each area. In addition, the process for purchase is well advertised in the prisoner handbooks. Inspectors were advised that price increases occur every quarter according to CPI. Prisoners are able to make requests for changes to products through the Prisoner Advisory Committee. However, there were some complaints this process was ad-hoc. Inspectors reviewed PAC minutes and found issues in relation to buy-ups remaining outstanding due to the lack of attendance of the Stores Supervisor at regular PAC meetings.
	<u>Recommendation 46 (medium):</u> That the Stores Supervisor regularly attends the Prisoner Advisory Committee meetings at least on a quarterly basis.
S21.3 The range of goods available reflects the diverse needs of the prisoner population.	The range of products appears acceptable for the needs of the population.
S21.4 Any prisoner who arrives at reception without private money is offered an advance of up to the approved amount to use in the centre canteen, with repayment staged over a period of time.	Reception prisoners are provided the opportunity to access a reception buy up to the value of \$30.00.

Standards	Findings
S21.5 If prisoners are absent from the centre on any form of authorised absence on the day they would normally use the canteen, they are able to order purchases on the same day, and receive all items ordered by the following day.	<p>Some prisoners complained that there were no late purchases allowed following the buy-up cut off.</p> <p>Upon reception, prisoners are provided a reception pack of toiletries. Inspectors found that no reception buy up is available at the reception stage although a prisoner can fill in a buy up form at this point and apply for a buy up. However the provision of the buy up may, depending on the day of reception or court return, take several days. Inspectors highlighted this issue to centre management who advised that they have, as a result, introduced a system whereby prisoners can access a basic buy up of key items as part of the reception process.</p>
	<p><u>Recommendation 47 (low):</u></p> <p>That the Centre implements a practice which provides:</p> <ul style="list-style-type: none"> • Each reception prisoner with a reception buy-up; and • Access to a late buy-up where the prisoners buy-up is not forwarded in time due to issues such as court attendance.
S21.6 Prisoners can use the centre canteen or place orders with it at least once a fortnight.	Buy-ups occur weekly and STP fortnightly.
S21.7 All prisoners are able to access accurate and up-to-date records of their finances.	Prisoners receive a statement of their account weekly prior to placing their buy-up order, and Inspectors observed unit staff providing balance updates from the electronic database at prisoners requests.
S21.8 Prisoners are able to order items from catalogues, and are not charged an administration fee if they do so.	There is no catalogue available for prisoners to order goods; rather the practice is that prisoners request to purchase an item listed on the approved cell property list. Whilst this is an unusual practice to other correctional centres, there appears to be no disadvantage to the prisoners of LGCC as a result.
S21.9 Attendance at the canteen or delivery of bagged items is appropriately supervised by staff.	Bagged items are taken to the various accommodation units and unit staff reconcile the items with the prisoners.

Standards	Findings
S21.10 Prisoners can buy all approved magazines.	The Centre does not have a defined selection of magazines that prisoners can purchase. Rather, they provide a range of subjects that magazines may be selected from. The Centre displays a list of subjects and specific magazines not approved for prisoner purchase. The range of subjects under which magazines can be requested appeared appropriate as did those listed as not approved for purchase.
S21.11 A wide range of approved hobby materials is available, and prisoners can purchase approved hobby materials from external sources.	Inspectors found that there were a limited range of hobby materials listed as available for purchase through the buy up process. That is, these materials were drawing pads, sketching pencils, coloured pens and erasers.
S21.12 Staff systematically consult with prisoners/prisoner representatives (PAC) about what items they would like to see on the shop list or available through alternative means.	Inspectors reviewed a selection of PAC minutes and found that questions regarding buy ups were often posed by prisoners but not resolved, due to awaiting the attendance of the Stores Supervisor at a PAC meeting. The Centre does not appear to regularly consult with prisoner representatives (PAC) regarding buy up lists.

S22: 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 Prisoner in order to maximise the likelihood of successful reintegration into the community.

Standards	Findings
<p>S22.1 There is a whole of centre approach to resettlement and centre staff work collaboratively and with community based agencies to maximise resettlement outcomes for prisoners.</p>	<p>The Centre has in place a focus on resettlement needs of prisoners, where information is elicited from prisoners during the reception IRNA process and provided to Transitions Coordinators. The prisoner handbook provides information on resettlement program and support that can be accessed via e shopfront.</p> <p>The centre had delays in delivering transitions programs due to being without a Transitions Coordinator for a period of three months. The centre advised that they had problems recruiting and training transitions coordinators. In the period January 2011 to June 2011 a total of 68 prisoners completed the program whilst in the following six month period July 2011 to December 2011 a total of 19 prisoners completed the program.</p> <p>Recently, the centre has employed two Transitions Coordinators who are undertaking significant work in the delivery of reintegration support programs and services.</p> <p>As at 20 March 2012, the centre had 63 offenders (60 secure and 3 farm) on the IOMS waiting list for the Transitions Program. It is noted that approximately half of these are not within the eligibility range (which is 9 months prior to full-time or parole). Inspectors further found that IOMS is not the sole source of information for determining participants, as those who are within the eligibility range who also have significant reintegration needs will also be considered.</p> <p>Due to the reconstruction at the centre, the centre can deliver the Transitions Program to a limited number of prisoners at a time (due to the number of prisoners permitted in the education/programs area in relation to the custodial staffing in the area).</p> <p>The Transition Program is typically only available to prisoners who have a RoR score of 16 or higher and / or are a serious violent offender and / or a sexual offender, and / or have significant reintegration needs and are willing and able to participate in the program (as assessed by the Transitions Coordinator). Prisoners who are not eligible for the Transitions</p>

Standards	Findings
	<p>Program may receive the Transitional Support Service which assists with links to community support and agencies.</p> <p>Inspectors were advised that many of the indigenous population at the centre have a low level of literacy and numeracy, as well as limited English speaking and comprehension skills. A number of prisoners notified staff that these prisoners who undertake the program often have difficulty following and understanding the program. Furthermore, the Inspectors were informed by staff that some indigenous prisoners were not orientated with a goal directed culture and, as such, had significant difficulty understanding and setting 'smart goals' within the Transition Program.</p>
	<p><u>Recommendation 48 (medium):</u> That the Centre considers increasing the facilities available for the delivery of the transition program so as to maximise the participation of prisoners in the program.</p> <p><u>Recommendation 49 (medium):</u> That the Centre takes steps to ensure that the transitions program is delivered in a way that is understood by its indigenous population.</p>
S22.2 The type and range of resettlement services provided for prisoners is based on an up-to-date assessment of their resettlement needs.	<p>The Transitions Coordinators conduct a Reintegration Needs Assessment for prisoners within the eligibility period. Earlier assessment is not conducted because it would not be an up-to date assessment of the prisoners' needs.</p> <p>For those with lower needs the Reintegration Needs Assessment forms the basis of the Transitional Support Service, with information and referrals to relevant support agencies. Those who are eligible (ie high risk / high needs) are considered for participation in the Transition Program.</p> <p>Following participation in either the Program or Support Service, those with outstanding needs may be referred to post release support through the Offender Reintegration Support Service.</p>

Standards	Findings
S22.3 The provision of interventions and programs, especially those intended to address offending behaviour, is timely, appropriate and sufficient to meet the assessed needs of the prisoner population. Prisoner access to interventions and programs is fair and well managed.	<p>See 22.1. Whilst LGCC has a full range of \ QCS programs listed as available for prisoners, the range of factors already articulated as findings in Standard 22.1 highlight some concerns about the content and delivery of the transitions program.</p> <p>Intervention programs are available to prisoners who have a RoR score of 16 or more or are a serious violent offender or a sexual offender and serving 12 months or more. The criteria for participation in the Transitions Program is as per s22.1. The policy of assessment for program participation includes the provision for staff to use professional judgement for prisoners outside the criteria that have particular needs. However, the failure to classify prisoners in a timely manner may affect the opportunity to apply this provision (it is noted that given Transitions Coordinators source their information from other means, limitations on classification timeliness does not directly inhibit prisoner participation in the Transitions Program or a Transitional Support Service).</p>
S22.4 Centre managers provide the strategic overview and direction necessary to ensure the resettlement strategy is implemented, monitored and reviewed.	There is evidence that individual elements of resettlement are strategically governed by the centre management team.
S22.5 Monitoring of the quality and outcome of resettlement services and the development of policy and practice include taking account of the views and experiences of prisoners, counsellors, psychologists, Prisoner management and centre managers.	Prisoners are asked to complete a feedback sheet at the end of each transitions program.

Standards	Findings
S22.6 The centre provides adequate through-care services such as Transitions and Pre-Employment Assistance Programs (PREAP) for prisoners.	<p>The centre provides the Transitions Program and Transitional Support Services and referral to the Offender Reintegration Support Services, see s22.1. A number of targets must be achieved through contracts with service providers and whilst there are no specific targets for Indigenous participation, Inspectors are of the view that participation of Indigenous prisoners within the program should be statistically comparative (over 70%).</p> <p>The level of post-release services provided to prisoners is largely delivered in areas such as Cairns and, as such, the level of services provided to prisoners in remote communities is limited.</p>
S22.7 A broad and relevant education program is available.	<p>The centre has a range of education programs such as literacy and numeracy, Certificate 1 in IT, Certificate 1 and 2 in Engineering, Cultural Art, Asset maintenance, First Aid course, and Certificate II in surface extraction operations. The centre will commence a number of additional programs over the next 12 months, including hospitality, welding, Certificate 1 in Construction, Certificate 1 in Auto (small engines), Certificate 1 in Conservation and Land Management, Certificate 1 in Work Preparation (Community Services), and Fitness.</p> <p>At the moment, the centre is not delivering any courses that directly relate to employment available in remote communities. As indicated earlier, while Inspectors are of the view that employment opportunities in the returning communities of prisoners should be one of the considerations for skill development, Inspectors concur with the centres premise that acquiring the skills of work readiness – as is offered within every element of training – is important.</p>
S22.8 Prisoners are able to access Transitions services that provide assistance and advice in finding accommodation after release.	Reintegration support programs and services outlined above exist within the centre where support is provided to prisoners with requirements for accommodation upon release.
S22.9 Specialist accommodation services are available to assist prisoners in finding new accommodation for those who have no fixed abode on release.	Specialist accommodation services such as ORSS is available to assist prisoners in finding new accommodation for those who have no fixed abode. However, the services are limited in remote indigenous communities.

Standards	Findings
S22.10 A suitable training/learning environment is provided to prepare prisoners for employment, training or education after release. Opportunities that are available for prisoners are relevant and based on a needs assessment.	<p>Facilities for training at the Centre are limited due to construction activities. For example, the training areas available for prisoners has reduced from 3 to 1 – with a limit of 45 prisoners at any one point in time. This has meant that the number of prisoners able to undertake training and learning is limited (also see comments under s22.1).</p> <p>The opportunities that are available for prisoners are generally relevant, although the opportunities for prisoners from remote communities are limited in terms of achieving employment outcomes.</p>
S22.11 Prisoners are able to access services that provide assistance, advice and information on finding employment, training or education after release.	<p>Prisoners can ask through the e-shopfront to see Transitions Coordinators for advice and information on finding employment, training or education after release. There is also information available for prisoners through the prisoner booklet and the new prisoner newsletter.</p>
S22.12 Specialist services are effective in placing Prisoners into education, training and actual, viable employment after release.	<p>The centre has services such as Advance2Work to assist prisoners with finding employment. While the success of these specialist services often depends on other variables such as housing and health services, it was found that these services still have some level of success in placing prisoners into education, training and employment after release in places such as Cairns, Innisfail, and Mareeba. However, there are limited specialist services available in helping to place prisoners in remote communities into education, training and employment due to the limited opportunities in those communities.</p>
S22.13 Subject to risk assessment and identified need as part of a formal resettlement plan, all Prisoners have the opportunity to apply for work or education in the community during at least their last three months of sentence.	<p>As per s22.12.</p>

Standards	Findings
S22.14 All prisoners have an opportunity to undertake an integrated Transitions program prior to release. Courses are tailored to meet the needs of the population.	All prisoners eligible for the Transitions Program can undertake the program. Prisoners who are not eligible for the program may receive, depending on their needs, basic transition service assistance. See s22.1.
S22.15 The last Offender Management Plan Review prior to discharge identifies specific needs upon release. Where specific needs are identified, staff make contact with relevant services and voluntary agencies that assist Prisoners during their first weeks in the community.	<p>The Inspectors found the last OMPR prior to discharge generally seeks to indentify the specific needs upon release of prisoners. Contact with relevant services and voluntary agencies is made where a prisoner with high needs is identified through the last OMPR process. Therefore, unless prisoners are identified as having high needs, contact is generally not made with relevant services and voluntary agencies.</p> <p>At times, the proximity between OMPR and release date can impact upon staff ability to organise sufficient support services.</p>
S22.16 Discharge planning for parolees with health and social care needs includes contact with probation and parole for monitoring while on parole.	The centre's discharge planning involves contact with probation and parole for monitoring only in relation to prisoners identified as having intensive needs. Unless, therefore, prisoners are identified as having intensive needs, contact is generally not made with probation and parole services.
S22.17 There are arrangements in place for appropriately managing Prisoners who require palliative and end of life care on release.	Inspectors found evidence that high needs prisoners (including those who require palliative or end of life care), receive appropriate attention for resettlement planning. This involves liaison with specialist services.
S22.18 Prisoners identified as suffering from serious and enduring mental illness are referred to mental health professionals on release.	Prisoners identified as suffering from serious and enduring mental illness are referred to Prison Mental Health Services which, in turn, refers the relevant prisoner to community mental health.

Standards	Findings
S22.19 Prisoners are encouraged to open a bank account before their release, if necessary. Assistance is provided with this.	The issue of bank accounts is addressed for all prisoners interviewed by the transitions coordinators. Prisoners are encouraged to open bank accounts and are referred to counsellors who assist them with the opening of the account.
S22.20 Prisoners have easy access to accurate information and shopfront services about all the resettlement services.	Prisoners can access information about resettlement services by asking at the e shopfront to see a transitions coordinator. Some additional information about resettlement services is also available in the induction booklet and the induction program.
S22.21 Prisoners with an identified need can access accredited programs/interventions aimed at improving parenting skills and relationships.	<p>The centre does not have a parenting program. The centre provides some education and training to prisoners in the area of relationships in most programs, including ending family violence, sex offending, making choices and Transitions Program (containing modules on Positive Parenting and Reconnecting Relationships).</p> <p>Where prisoners are identified with a need for parenting skills, they are referred to Relationships Australia. Relationships Australia provides face to face services in Cairns but not in remote communities. However, Relationships Australia provides some of its services by phone (free number).</p>
S22.22 Children/family days are available.	<p>Children and families have the opportunity to attend the regular visit sessions. There are no specific visit days that provide a sole focus on children/families.</p> <p>The NAIDOC celebrations in the Secure centre are not family focused and don't involve a family day. These celebrations at the Low Custody farm include a family day.</p>
S22.23 Preparation for interventions takes account of each Prisoner's learning style, motivation and capacity to change. Diversity and other individual needs such as learning disabilities are actively assessed and plans put in place to minimise the impact of potentially discriminatory or disadvantaging factors.	<p>Both the transitions coordinators and staff responsible for the coordination of programs in the centre assess prisoners' motivation and capacity to change prior to the provision of the services. This includes, where appropriate, reviewing prisoners disabilities, case notes, prior studies, residence, and the length of the sentence. To some extent, the centre also endeavours to deliver the programs in a way that factors prisoners learning style – for example, through higher levels of story work, drawing and diagrams.</p> <p>However, feedback from some Indigenous prisoners indicates that the Transitions Program should be more tailored to their needs as some of the prisoners have low literacy and English skills.</p>

Standards	Findings
S22.24 Prisoners moving to resettlement are given support to reduce institutional dependence and are able to prepare for reintegration into the community.	Where possible, the centre moves offenders to the farm or the residential block so as to help reduce institutional dependence. In addition, the centre encourages getting prisoners involved in the trades area or programs so as to become more self-sufficient. The centre also helps to put some prisoners in touch with relevant community organisations.
S22.25 Prisoners understand their sentence, including the opportunities and terms of early release, and the consequences of breach of parole. Returned parolees are quickly identified, and promptly receive documented explanation about reasons for return, their right to make representations or appeal.	Inspectors note the concerns regarding the offender management planning of prisoners in standard 23. There was no evidence that prisoners on return to prison warrants received timely classification or assistance in regard to appealing their circumstances.
S22.26 Prisoners subject to parole conditions on release have the requirements of the parole conditions explained to them and have an opportunity to discuss their rights and responsibilities prior to release.	Staff from Probation and Parole visit the centre on a weekly basis. These staff inform prisoners who are due to be released on parole about their parole conditions and obligations during the parole induction process.
S22.27 Suitable clothes and bags are available to discharged prisoners who do not have them.	Clothing needs are assessed during the transitions process. Clothing is primarily organised through family of the prisoner, however where a prisoner is unable to have access to clothing through these means, they can access clothing items through the reception store (donated items). ORSS may also assist with clothing, but this is only to link the prisoner with a relevant community agency that can help (such as the Salvation Army).
S22.28 Facilities are available before discharge to launder clothes that have been in storage for long periods.	Suitable facilities are available for offenders to launder clothes that have been in storage for long periods. Additionally see s1.4.

S23: Classification, transfer and cell allocation procedures are based on assessment of a prisoner's risks and needs; and are clearly explained, fairly applied and routinely reviewed. Prisoners serving sentences of 12 months or more have an Prisoner 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.

Standards	Findings
<p>S23.1 Security classifications are no higher than is necessary to meet the risk presented by the prisoner.</p>	<p>In general, security classifications are no higher than is necessary to meet the risk presented by the prisoner. However, there are an unsatisfactory number of unclassified prisoners and prisoners are not receiving an initial classification in a timely manner.</p> <p>This is not a recent finding. The 2008 Full Announced Inspection of this centre found that at the time of that review, "<i>there were 102 out of 450 prisoners unclassified. This is considered to be very high</i>". The 2008 inspection found 22.66% of the population was unclassified, and this 2011 inspection found a further 22.91% increase in unclassified prisoners. Inspectors are of the view that this creates disadvantages for prisoners. For example, some prisoners who should be classified as low will be kept in secure because of the Agency's policy that unclassified prisoners should be kept in secure.</p> <p>There is a lack of systems to identify the need for timely classification or placement reviews for short-term prisoners who have initially been classified as high. As a result, many of these prisoners miss out on the opportunity to be classified as low and moved to the centre's farm, thereby missing the opportunity to be accommodated in the least restrictive environment.</p> <p>The problematic sentence management service delivery standards identified in the 2008 full announced inspection report, have further decayed. The 2008 full announced inspection, made recommendation 41: <i>the centre ensures that timeframes for sentence management processes (such as Security Classification and Placement Assessments) are complied with</i>. In 2009 when conducting the follow-up for that inspection, recommendation 41 was found to be not completed: <i>There was no evidence to indicate that there had been any improvements in centre practices to provide for procedural timeframes for completion of Offender Management processes</i>.</p>

Standards	Findings
	<p><u>Recommendation 50 (high):</u> That the Agency reviews and addresses the failings of the sentence management function at the Centre as soon as possible.</p>
<p>S23.2 Application of procedures for deciding security classifications are as transparent as circumstances permit and provide adequate descriptions of the reasons for classification in a language that can be understood by the prisoner.</p>	<p>The 2008 Full Announced inspection of Lotus Glen CC recommended that the “<i>Centre, with the assistance of the Offender Assessment and Services Directorate, take steps to improve the quality of analysis and recording of sentence management decisions including Security Classification and Placement Assessments and Escape Risk Assessments</i>” (recommendation 40). At the April 2010 follow-up inspection, this recommendation was recorded as incomplete with “<i>no further activity evidence[d]</i>”.</p> <p>A standard outline of the reasons for a prisoners classification and placement recommendation and decision. However, the reasons for such decisions do not sometimes directly relate to the circumstances of the individual prisoner.</p> <p>The Inspectors observed an offender management review panel. The was found to provide prisoners with sufficient information to outline the recommendation of the panel, and the rationale for the decision. The panel were cognisant of communicating with the prisoner, and presenting information, in a manner that was understood, and continued to ‘check’ the prisoners comprehension.</p> <p>There is irregular interaction between staff and prisoners regarding the reasons for the prisoners’ classification or placement decision due to competing work priorities.</p> <p>Prisoners are notified about their pending offender management panel or parole panel hearing by the distribution of a slip to the prisoner. The slip provides a written record to the prisoner about his required attendance at the panel. In addition, it has a tear-off section which states that “<i>if you identify as Aboriginal or Torres Strait Islander, and require a Cultural Liaison Officer at your review, please hand this half of the review advice slip to Sentence Management staff at shopfront</i>”.</p>

Standards	Findings
S23.3 All convicted prisoners serving 12 months or more requiring an Prisoner management plan have one in place which is regularly monitored and reviewed at least annually.	<p>As noted above in s23.1, there are an unsatisfactory number of unclassified prisoners. This lack of a classification has meant that some prisoners have not progressed to an offender management plan. In this regard, timely reviews of plans do not occur.</p> <p>In 2011, 27 classification and placement reviews were submitted to the Sentence Management Branch in Brisbane . Twelve of the 27 documents were submitted after the legislative timeframe while another twelve were submitted too early in the process, resulting in a non-current assessment.</p>
S23.4 All prisoners, including unconvicted prisoners, have their security classification and escape risk assessed and placed on IOMS.	<p>Refer to 23.1. Completed classification and placement decisions were found to be recorded on IOMS.</p>
S23.5 All prisoners required by procedure to have a written offender management plan have a plan that specifies how their specific goals to meet resettlement needs will be met during and post custody. Offender management plans take account of existing risk and needs assessments and plans relating to the management of the prisoner.	<p>Where a written offender management plan exists for prisoners, it specifies goals to meet resettlement needs. While there was a level of complexity associated with these plans, they did take into account existing risk, needs assessments and plans relating to the offender.</p> <p>Refer to standard 23.1. .</p>
S23.6 Assessments and offender management plans are completed within 21 days. Reviews take place at suitable intervals and following any significant change in circumstances.	<p>Refer to standard 23.1. The number of unclassified prisoners demonstrates non-compliance with timeframes.</p> <p>The Serious Offenders Unit received documentation from the centre about prisoners either too late or too early.</p>

Standards	Findings
S23.7 Assessments and Offender management plans are produced and reviewed jointly with the prisoner. Prisoners are enabled to actively participate in the Prisoner management planning process including attendance at interviews.	<p>There is evidence that members of the offender management multi-disciplinary team work collaboratively with each other and the prisoner so as to produce the required plans for their active participation.</p> <p>Inspectors found little qualitative planning for short term prisoners at the centre.</p> <p>Prisoners participate in the forum and are actively encouraged to provide their input. Inspectors observed the panel chairperson enabling prisoners to actively participate in the planning process through, for example, a range of questions designed to engage and involve the prisoner in the decision making.</p>
	<p><u>Recommendation 51 (medium):</u> That the Agency considers taking steps to ensure that there are higher levels of qualitative planning for short-term prisoners at the Centre.</p>
S23.8 Offender management plans contain outcome-focused targets that identify appropriate interventions to address reduction of harm and risk of re-offending and to promote successful resettlement.	<p>Where a prisoner has an offender management plan, the plan includes outcome-focussed targets which identified appropriate interventions such as referrals to educational, vocational and program staff.</p>
S23.9 Prior to discharge, prisoners assessed as presenting a high risk of harm to others (e.g. DPSOA) are informed of the arrangements for managing their risk and the implications for them personally.	<p>Inspectors found that there were records which confirmed the delivery of ANCOR documentation to prisoners at the point of receipt to the centre. Relevant prisoners were also reminded about arrangements for managing them at the point of discharge.</p>

Standards	Findings
S23.10 Interventions with prisoners are delivered in an appropriate sequence, in a suitable environment and meet professional or other agreed quality standards.	<p>Inspectors observed that the centre, in general, made real attempts to deliver programs in a flexible mode so as to meet the needs of its Indigenous prisoners. These attempts are understood to be compliant with program integrity requirements, and therefore supported by the Agency.</p> <p>Interventions are based on the front-end assessment and planning processes (although the extent of this must be acknowledged in the context of a significant number of unclassified prisoners within the centre). Where a need is identified through the front-end assessment and planning processes, a referral is made to the relevant program or treatment. The centre also promotes and supports the practice of self-referral by prisoners – for example, self referral is encouraged for programs such Ending Family Violence (EFV), Ending Offending (EO) and Getting Smart (two of which are Indigenous-specific programs). This was considered by the Inspectors to be appropriate for the population of this centre and advantageous to their management and progression.</p>
S23.11 Each prisoner with an Offender management plan works in conjunction with an identified member of staff who is responsible for ensuring that Prisoner management plan goals are prioritised, implemented and achieved.	<p>An identified case management model was not found by the Inspectors during the inspection of the facility. In particular, when reviewing the centre's case management practices (see findings against standard 5), Inspectors found that there was neither a process, nor a contact officer within the centre, who was responsible for helping prisoners achieve their (if any) offender management goals.</p>
	<p>Recommendation 52 (medium): That the Centre develops a process for identified staff to be responsible for ensuring prisoner management plan goals are prioritised, implemented and achieved.</p>

Standards	Findings
S23.12 There is a high level of integration between offender management planning and other functions within the prison. Key decisions about individual prisoners should reflect the goals of their offender management plan.	The offender management panel is multi-disciplinary. For the most part, the role and function of different panel members are clear, and assistance is provided to ensure that prisoners understand the conversation / line of discussion. There is challenging of prisoners on a regular basis by the different discipline members on the panel so as to ensure that prisoners also take responsibility for their behaviour. Communication within the multi-disciplinary teams – and with the prisoner – occurs to extract as much information as possible, and ensure an inclusionary model is used in determining plans, goals and interventions for the prisoner.
S23.13 Information about prisoners is managed and stored with respect for confidentiality.	IOMS is used as the central location for electronic data management. Due to the current redevelopment within the centre, hard copy files have been moved to an adequately-sized storage compactus. The compactus ensures the confidentiality of information about prisoners.
S23.14 Offender management planning and preparation for release are not unnecessarily disrupted by unplanned transfers.	There are infrequent unplanned transfers to or from the centre. As the centre has a vast catchment area and operates in a remote location, the majority of prisoners remain within the facility for the duration of their incarceration. Nonetheless some transfers that relate to safety and security occur from time to time. In respect of these situations, the Inspectors found that the discharged prisoners who did not live within the region were provided with support to return to their home.
S23.15 Prisoners experience continuity in the delivery of interventions especially following transfers between establishments and on release into the community. Decisions to depart from the agreed offender management plan are made as a last resort and are recorded and justifiable based on the Prisoner's needs and changing circumstances.	Transfers are not common due to the location of the Centre. In general, prisoners are only transferred to or from the Centre where there is such a requirement in their offender management plans (i.e. program participation purposes). Until recently, prisoners were unable to progress to low custody placement where programmatic needs remained outstanding. However, it is understood that the sharing of intervention resources between the secure and low custody centres will now result in low (and some medium) level programmatic interventions being delivered in LGCC (Farm).

Standards	Findings
S23.16 Prisoners who have their parole revoked are transferred to placement centres or regular accommodations as soon as possible after return to custody and are subject to a review of their offender management plan.	Refer to findings against earlier standards, including standards 23.1 and 23.5.
S23.17 Wherever possible, prisoners are given the opportunity to spend their last months in custody in the area or region where they will be discharged.	LGCC (and Farm) is often far away from a prisoner's home region because it is the State's most northern prison. While many prisoners' original home is in Northern Queensland, it is often not possible to place many prisoners near their home-place because there is no closer facility to those locations than LGCC.
S23.18 Prisoners who face an indeterminate sentence are identified on remand, given support and have the elements and implications of an indeterminate sentence explained to them.	While prisoners are provided information about the particulars of their sentences, Inspectors found that it might be difficult for prisoners to understand the complexity of the information. Since the inception of DPSOA legislation, LGCC have released four (4) prisoners to DPSOA community supervision orders, with two (2) current continuing detention orders and one (1) on an interim detention order.
S23.19 Classification and centre placement decisions are clear, objective, fair and can be challenged by prisoners where information is in dispute.	Centre provides information regarding decisions in this area in a manner compliant with Agency expectations and legislative requirements.

Standards	Findings
S23.20 Transfer i.e. Secure to Low custody decisions are made following consultation with staff who know the individual Prisoner and with the Prisoner themselves.	<p>LGCC (Farm) has developed (and maintained across many years) a practice of ‘pulling’ prisoners to their centre.</p> <p>Whilst this is a practice built on need, it is an inefficient practice.</p> <p>The 2008 Full Announced Inspection of Lotus Glen Correctional Centre recorded that a <i>“rigorous process of assessing prisoners for placement in low custody is undertaken. Suitable prisoners are identified on reception and at reviews. The Farm Advisor, Sentence Management also checks Knowledge Place reports to identify suitable prisoners. Targeted prisoners are interviewed by the Farm Advisor, Sentence Management and input requested from health Services, psychologist, Accommodation Manager and Intel Staff. If considered suitable, the SPA is completed and referred to the General Manager through the Senior Adviser, Sentence Management [...] This process is effective but appears somewhat time consuming and cumbersome. Rather than duplicate the process consideration could be given to developing a holistic process where suitable farm prisoners are identified during the initial assessment phase particularly for short sentenced prisoners and during scheduled reviews for longer sentenced prisoners”</i>.</p> <p>This inspection reiterates the inefficiency of this process. Whilst data regarding the capacity of LGCC (Farm) would support its effectiveness, it is not considered to be an efficient process. It was explained to Inspectors that it is a process implemented to remedy the lack of front-end, holistic planning. In this regard, Inspectors find that, due to the lack of front-end planning and review practices within LGCC, the ‘push’ of prisoners to low custody is deficient.</p>
S23.21 Indigenous prisoners are held in the most convenient local prison for their domestic and legal visits.	<p>Due to the vast nature of the catchment area and the isolated nature of the prison, many prisoners are far away from their local communities. As a result, there is a low level of visits received by prisoners at this centre. However, it is noted that Indigenous prisoners are, in general, held at the closest prison to their homelands. There are exceptions that relate to safety and security issues and on occasion to facilitate capacity issues (which has been evidenced during the redevelopment).</p>
S23.22 Sentenced prisoners are allocated transfers according to their individual needs.	<p>As noted in s23.21, the majority of prisoners at LGCC are held at the closest prison to their homelands. This is irrespective of whether the prisoners are sentenced or on remand.</p>

Standards	Findings
S23.23 Classification and transfer decisions are explained in writing and verbally, in a language that the prisoner understands.	<p>The centre provides a copy of classification and placement decisions to each prisoner. The centre articulated a regular practice where it would explain the documentation to prisoners. However, the practice has become intermittent due to other work priorities by staff.</p> <p>As Inspectors have noted, effective and clear communication about decisions affecting prisoners in some respects was found to be wanting. However, the Inspectors note that in another report by the Office of the Chief Inspectors, the Office made a number of recommendations about promoting prisoner understanding of classification and placement decisions.</p>
S23.24 Prisoners are placed in the lowest appropriate security category.	<p>Where prisoners are classified, they have been placed in the lowest appropriate security category. However, refer to findings against standard 23.1.</p>
S23.25 Prisoners have their classification reviewed annually and are also reclassified whenever there is a change in risk.	<p>The centre schedules annual review of prisoner classifications. However, as noted in s23.6, proof of an imbalance exists between submitting documents too early or too late. In addition, there is a large number of prisoners who have not as yet been classified.</p> <p>There was no regular scheduling of event-based reviews because of the prioritisation of meeting the outstanding requirements of the sentence management functions. Be that as it may, the lack of scheduling impacts upon a prisoners ability to progress through the system – particularly, low custody progression (as per the comments in s23.20).</p>

Standards	Findings
<p>S23.26 A range of criminogenic interventions programs are in place to enable suitably assessed Prisoners to address those behaviours which may contribute to their offending.</p>	<p>The centre's programs were found to be suitable for its population. These programs included, Turning Point, Getting Smart, Smart Recovery, Making Choices, Ending Offending, Ending Family Violence, Getting Started Preparatory Program, Sexual Offending Program for Indigenous Males, Sexual Offending Maintenance Program.</p> <p>Statistical analysis from centre data identifies that program completions for both sexual and general offending programs in the 2010 – 2011 period exceeded target completions (109.75% and 122.58% respectively).</p> <p>Whilst prisoners are primarily referred to programmatic intervention at the point of planning and review (through a risk / need assessment), this population have latitude to self-refer to the lower intensity programs such as, for example, Ending Offending and Ending Family Violence. Allowing self referral is considered to be appropriate for the population of the centre.</p>

APPENDIX B Schedule of Recommendations

Lotus Glen Correctional Centre (including Lotus Glen Farm) Full Announced Inspection Recommendations

1	Low	That the Centre implements a process which enables prisoners' clothes to be ironed prior to their appearance in court.
2	Medium	That the Centre (with the support of the Agency) finds an alternative to the removal of prisoners' underpants prior to their appearance in court.
3	Medium	That the Centre (with the support of the Agency) work with relevant organisations to help ensure that prisoners have better access to essential funds and property upon discharge from court.
4	Medium	That the Centre implements a process where prisoners receive basic induction information prior to their reception at the centre.
5	Medium	That the Centre implements a structured group induction program where a minimum but sufficient list of induction information is given to prisoners.
6	Medium	That the Centre (with the support of the Agency) in consultation with relevant indigenous communities undertake all reasonable endeavours to develop a community contact list so that indigenous prisoners may choose to contact a relevant community contact on the list at the point of reception.
7	Medium	That the Centre takes steps to ensure its group inductions are clearer, and more consistent.
8	Medium	That the Centre ensures that a cultural liaison officer is present in the reception store during prisoner receptions to the centre.
9	Medium	That the Centre ensures that all prisoners who are transferred within the Centre receive a unit induction.
10	Medium	That the Centre develops a sustainable laundering process for the new accommodation units.

11	Medium	That the Agency whether prisoners in Detention Unit exercise yards have sufficient access to water, toilet and emergency intercom facilities.
12	Medium	That the Agency implements a procedure about prisoner showers which deals with the exceptions to the 4 minute daily shower limit.
13	Medium	That the Centre reviews its process for replacing poor quality pillows, mattresses and bedding.
14	Low	That the Centre continues to monitor incidents and data, and address strategies arising from cultural issues related to the number of prisoners accommodated within units at one time.
15	Low	That the Centre implements a training program for prisoner carers.
16	Medium	That the Centre's Local Procedure code White requires staff to identify disabled prisoners in each unit, as well as the evacuation process for such prisoners.
17	Medium	That the Centre take active steps to encourage a higher representation of Indigenous prisoners on its prisoner advisory groups.
18	Medium	That the Centre issues prisoners the same number of clothing items as the Agency's minimum standard.
19	Low	That the Centre considers giving prisoners access to hot water in their cells.
20	Medium	That the Centre delivers cultural competency training to all staff, including training on effective role modelling and communication.
21	Low	That the Centre implements a process to ensure that prisoners can have better access to their case notes without having to make an application under the <i>Right to Information Act 2009</i> or the <i>Information Privacy Act 2009</i> .
22	Medium	That the Centre takes steps to increase its staff capability in relation to challenging inappropriate prisoner conduct, namely behaviours or attitudes which may lead to more serious or ongoing behavioural management issues.

		That the Centre implements a process to facilitate the following quality case management practices (including recording of the practices on IOMS): <ul style="list-style-type: none"> • Case management is specific to the individual prisoner (not a generic template comment). • Case management is linked to targeted goals and behaviours for the individual prisoner. • Case management is reflective of both positive and negative interactions and conduct. • Case management encourages purposeful activity. • Case management is discussed with the prisoner (thereby ensuring engagement between staff and prisoners).
23	Medium	That the Centre ensures it has a written violence reduction strategy.
25	High	That the Centre educate all staff about the importance of raising a notification of concern when a prisoner manifests self-harm or other concerning behaviour (including hunger strikes or similar behaviours of self sabotage).
26	Medium	That the Centre uses, upon the completion of the redevelopment, culturally appropriate strategies (e.g. meeting in a grassed area) as a part of its interventions to facilitate normalisation between at risk and other prisoners.
27	High	That the Centre ensures that its practice of returning prisoners to the detention from the safety unit complies with section 118 of the Corrective Services Act 2012.
28	Low	That the Centre updates its induction material so as to remove the reference to a 45 minute visits session.
29	Low	That the Centre considers other ways of communicating visits related information to visitors so that the information is properly understood by visitors.
30	Low	That the Agency consults with visit processing staff regarding improvements to the functionality of IOMS.
31	Low	That the Centre provides visitors with the opportunity to purchase or access further refreshments during visits sessions.

32	Medium	That the Centre (with the support of the Agency) work with other organisations and community groups (and the Probation and Parole directorate) to maximise the use of video conferencing facilities and MOVI (and other cost-efficient technologies) in order to enable contact between prisoners and their relatives who live in remote communities.
33	Low	That the Centre implements a process where it regularly analyses compliant trends.
34	Medium	That the Centre expands strengthens its drug management strategy by: <ul style="list-style-type: none"> • involving the drug and alcohol counsellor in the multi-disciplinary drug strategy meetings; • making contemporary drug and alcohol literature as a fixed agenda item in the drug strategy meetings; and • delivering substance abuse intervention when a prisoner tests positive to a urinalysis test.
35	Medium	That the Centre undertakes (and implements the cost-effective findings of) a needs analysis in relation to purposeful activities (including physical activities) for prisoners (including indigenous prisoners).
36	Medium	That the Agency considers allowing the Centre's prisoners to use computers in the computer room.
37	Medium	That the Centre makes the library in Education Block available to more prisoners and, in the event that there are genuine safety or security issues that prevent access to an individual group of prisoners, that more appropriate library resources are made available to them.
38	Medium	That the Centre conducts a needs analysis in relation to library resources required by prisoners.
39	Medium	That the Centre ensures that prisoners have direct access to legislation and relevant policies and procedures.
40	Medium	That the Centre implements a process to ensure that there is regular promotion of physical, art, craft and hobby activities (including structured group activities) and that there is cost effective expansion of the range of in-unit and in-cell activities available for prisoners.
41	Medium	That the Centre takes steps to increase its level of administrative compliance in relation to management of safety orders.

42	Medium	That the Agency reviews the timeliness of criminal investigations in relation to relevant incidents at the Centre.
43	High	<p>That the Centre provides further training to its staff about the breach process, including about the following principles:</p> <ul style="list-style-type: none"> • Punishment under the breach of process does not exceed 24 hours for minor breaches and 7 days for major breaches; • Staff do not pre-determine breach hearings and outcomes, and consider all of the evidence; • Staff accurately apply section 6 of the <i>Corrective Services Regulation 2006</i>; • Lawful separation orders, as well as accurate administration of separate confinement documentation and electronic records; and • Prisoners subject to a discipline process are provided with more detailed information about the legislation that covers breaches of discipline, including access to the legislation.
44	Medium	<p>That the Centre refines its employment process and panel by:</p> <ul style="list-style-type: none"> • Having the unit officer provide a summary of case notes prior to the panel considering the request; • Having the employment recommendation from the Rehabilitation Needs Assessment (RNA) included in the assessment process; and • Creating a written document (whether that be a local procedure or within the Prisoner Information Booklet) that clearly outlines each stage of the employment process (recruitment, selection, transfer, suspension and termination), including information about a prisoner's ability to request a review of an employment decision.
45	Medium	That the Centre publishes a schedule in respect of (and promotes) employment opportunities for prisoners.
46	Medium	That the Stores Supervisor regularly attends the Prisoner Advisory Committee meetings at least on a quarterly basis.
47	Low	<p>That the Centre implements a practice which provides:</p> <ul style="list-style-type: none"> • Each reception prisoner with a reception buy-up; and <p>Access to a late buy-up where the prisoners buy-up is not forwarded in time due to issues such as court attendance.</p>

48	Medium	That the Centre considers increasing the facilities available for the delivery of the transition program so as to maximise the participation of prisoners in the program.
49	Medium	That the Centre takes steps to ensure that the transitions program is delivered in a way that is understood by its indigenous population.
50	High	That the Agency reviews and addresses the failings of the sentence management function at the Centre as soon as possible.
51	Medium	That the Agency considers taking steps to ensure that there are higher levels of qualitative planning for short-term prisoners at the Centre.
52	Medium	That the Centre develops a process for identified staff to be responsible for ensuring prisoner management plan goals are prioritised, implemented and achieved.

APPENDIX C - INSPECTION TEAM

Samay Zhouand, Acting Chief Inspector
Tamara Bambrick, Senior Inspector
Dave Crothers, Inspector