

OFFICE OF THE CHIEF INSPECTOR

# Chief Inspector Report, 2017

*Brisbane Correctional Centre Full-Announced Inspection  
Report, April 2017*



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Appendix A – Brisbane Correctional Centre Full Announced Inspection – Table of Findings

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# Brisbane Correctional Centre Inspection Report

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## Inspection Team

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

## Note about Glossary of Terms

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

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## CCC EXHIBIT

- Brisbane Correctional Centre– BCC
- Integrated Offender Management – IOMS
- Statewide Operations – SWO
- Specialist Operations – SO
- Operational Support Services - OSS

If there is any further terminology which is unclear or unfamiliar please do not hesitate to contact the Office of the Chief Inspector via [REDACTED] for clarification.

## EXECUTIVE SUMMARY

This report sets out the evidence and findings of the Office of the Chief Inspector **Full-Announced Healthy Prison Inspection** of Brisbane Correctional Centre (BCC) that was undertaken from 08 to 11 May 2017.

Brisbane Correctional Centre (BCC) is situated in Wacol in the South-East Queensland region. It is a high security facility designated as a reception facility for newly sentenced male prisoners. Due to increasing prisoner numbers the centre now also accommodates remanded prisoners as well. The centre has a single bed capacity of 572 however at the time of inspection had an average daily state of 713.

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BCC was awarded an overall rating of '2' which means that the centre was performing well against the Chief Inspector Inspection standards. There is good performance across most inspection standards and the purposes of those standards. 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.

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

Areas Performing Strongly	Areas Requiring Improvement
<ul style="list-style-type: none"><li>➤ There is strong leadership by led by the General Manager and the entire management team</li><li>➤ The morale, team work and attitude of staff across the centre is positive and encouraging</li><li>➤ The centre's motto "Service is Security" permeates throughout all centre operations and functions resulting in a safe, orderly and very professional environment</li><li>➤ Accommodation areas are clean, tidy and offer a range of out of cell activities</li><li>➤ There is a high level of positive, meaningful engagement between staff and prisoners</li><li>➤ The centre has proactive intelligence and violence prevention plans and strategies</li><li>➤ The quality and quantity of food provided throughout the centre and the food safety and food handling practices are of a high standard</li><li>➤ The MSU is a safe, well-structured environment where prisoners are managed in a fair and equitable way in accordance with their individual risks and needs</li></ul>	<ul style="list-style-type: none"><li>➤ IRNA assessments are completed in short time frames due to workload demands. This results in less thorough assessment of risks and less detailed information recorded.</li><li>➤ At risk management plans, Individual Management Plans and Safety Orders tend to be cut and paste and would benefit from being more individually tailored to the prisoner's specific circumstances.</li><li>➤ The local processes for categorising and responding to written complaints at times results in inaccuracies and delays.</li><li>➤ The visits areas is austere in nature. A softer aesthetic and more child-friendly resources would improve prisoner's family contact experiences.</li></ul>

In addition to the local issues, a number of system level issues were identified. Primarily the most significant issue impacting on the operations of the centre is the overcrowding and the high churn rate experienced. This impacts on every aspect of centre functioning and presents substantial challenges across strategic and operational service delivery and output at all levels.

## INSPECTION METHODOLOGY

Full-Announced Healthy Prison Inspections are used to provide an assessment of the performance of correctional facilities against the Chief Inspector's Healthy Prison Inspection Standards, which focus on secure, safe and humane environments for prisoners and staff. These inspections review a number of areas within a prison based on the four "tests" of a healthy prison used by Her Majesty's Inspectorate of Prisons in the United Kingdom, namely, Safety, Respect, Purposeful Activity and Re-entry.

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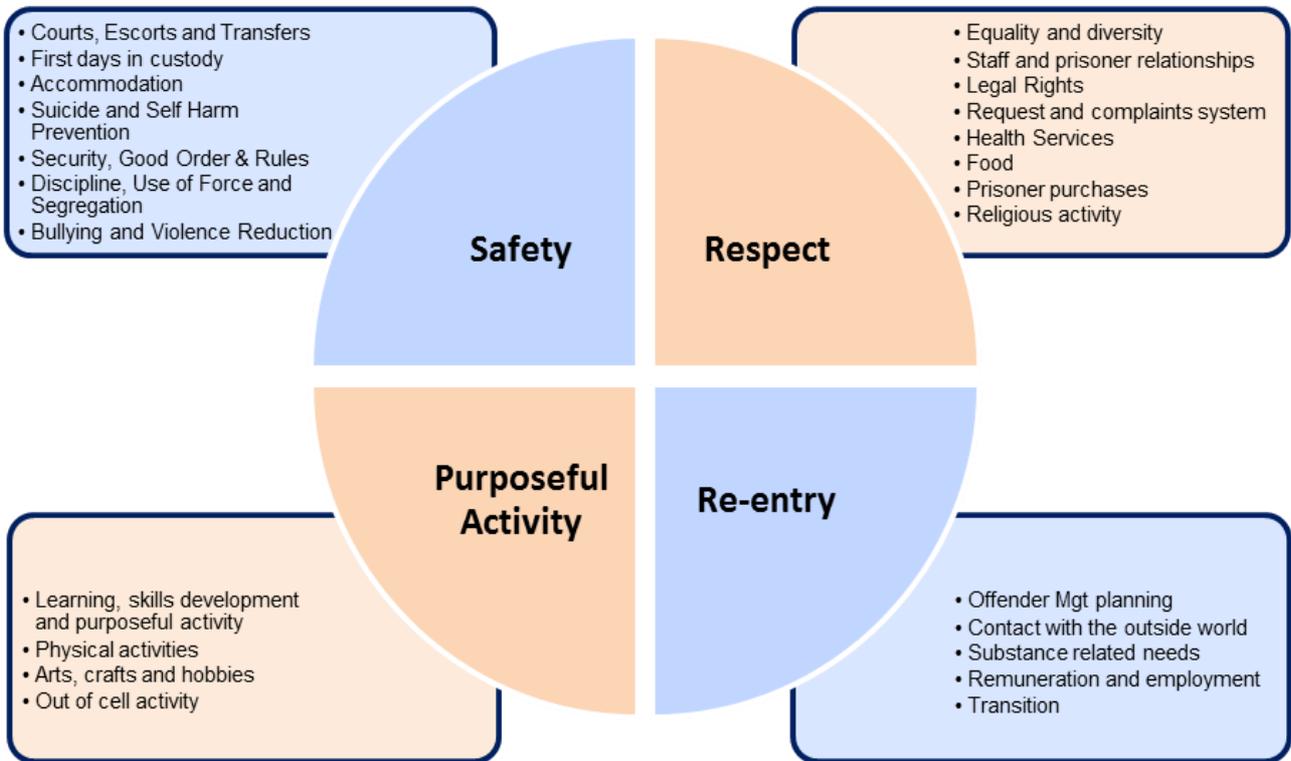
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## Format of the Inspection Standards

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



A total of 41 inspection standards define the expected performance for each test area, with a further four annexures covering areas of operational practice that may be specific to particular centres based on their role and function, such as Maximum Security Units and Mothers and Babies units. Inspection standards may relate to more than one area, but have been placed into a single test area that is most relevant to streamline processes.

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

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

The overall rating for the inspection is inclusive of all business units delivering within a facility. A separate rating will be provided for the general manager's portfolio. Ratings and any remedial

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examples identified in the inspection report will be allocated within the report, to the relevant business units.

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

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

These included:

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

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

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

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

## BACKGROUND

### Centre Overview

Brisbane Correctional Centre (BCC) is situated in the South-East region and is a secure correctional facility for male prisoners. BCC centre primarily performs a reception function for the south east

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Queensland region, receiving sentenced prisoners from courts or from Arthur Gorrie Correctional Centre (AGCC). As prisoner numbers have increased the centre has also taken on a remand function to account for the excess remanded prisoners that cannot be accommodated at AGCC.

The centre accommodates mainstream and protection prisoners, operates a Youthful Offenders Unit for 17 year old prisoners and also has a Maximum Security Unit (MSU).

BCC commenced receiving prisoners in late 2008 after a period of refurbishment, with all accommodation areas in the newer areas suicide resistant style. The secure centre has the built bed capacity for 572 prisoners.

The centre has a detention unit, maximum security unit, medical services areas, program and education building, industries area, gymnasium, kitchen, and visits area.

As prisoner numbers have continued to trend upwards since 2012, the centre has experienced an average daily state of 713 for the first quarter of 2017. As a remand and reception facility, most prisoners remain at the centre for a short period, with the “churn” or moves in and out very high. The facility also plays a role in accommodating prisoners sent from other facilities to receive medical treatment at the Princess Alexandra Hospital Secure Unit, or who are in transit for court, interactivity transfers or other operational reasons.

Health services are delivered by Queensland Health through the West Moreton Hospital and Health Service. Sentence Management Services are also located at the site, and are managed through Specialist Operations. Contracted offender services are provided to prisoners, including vocational courses, substance abuse programs, Re-entry services, Chaplaincy services, Elder’s Visitation Program and Visitors Transport Service. These services are managed centrally through Specialist Operations.

### Findings from Previous Inspections

The last full announced inspection at BCC occurred 23-27 February 2015, with the centre receiving a rating of ‘1’. The 2015 inspection report stated the complex was performing strongly against the Healthy Prison test with good performance across all standards and core elements. Inspectors highlighted six (6) areas of note which were categorised as medium priority rating with four (4) identified as local issues and two (2) as system issues.

On 12 May 2016 a follow-up inspection was carried out. At this time it was found that there were no areas of note unimplemented. Of the six (6) areas that required improvements, three (3) had been fully completed and three (3) had been partially complete.

It was recommended that Queensland Corrective Services ensure the implementation of the following outstanding recommendations:

Standard	Area for improvement	Business Unit
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<b>33</b>	<p>Offender Management Planning – Sentence Management</p> <ol style="list-style-type: none"> <li>1. Continue to review the 'short substance abuse intervention course' targets and attendance rates (implemented since May 2015) for prisoners who have returned to prison for substance abuse-related issues and who are on shorter sentences and/or returned to custody on parole suspension orders to increase course numbers and completion rates.</li> <li>2. Continue to monitor and evaluate intervention service delivery to ensure treatment needs of prisoners are being addressed prior to their release.</li> </ol>	Correctional Centre Specialist Operations
<b>34</b>	<p>Learning, Skills Development and Purposeful Activity</p> <ol style="list-style-type: none"> <li>1. Continue to review Vocational Education Training (VET) demand and examine appropriate funding allocation for the next financial year.</li> <li>2. Consider and assess available VET options that may be implemented for prisoners serving shorter sentences or returned to custody on parole suspension orders.</li> <li>3. Continue to review and monitor VET training hour allocations to maximise prisoner allocations.</li> <li>4. Continue to assess and assist prisoner readiness to undertake VET training at their respective placement centre (preparatory to transfer).</li> </ol>	Correctional Centre Specialist Operations
<b>39</b>	<p>Remuneration and Employment</p> <ol style="list-style-type: none"> <li>1. Continue to review and monitor the employment options available for protection prisoners to ensure equity of employment and remuneration across the centre.</li> <li>2. Continue to liaise with Queensland Corrective Services on the viability and potential for converting all of south accommodation (with the exception of the High Dependency Unit – S3 and Youth Unit – S2) into a full protection area in</li> </ol>	Correctional Centre
	<p>order to increase employment opportunities.</p>	

### CENTRE RATING FOR THIS INSPECTION

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

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

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Rating	Description
2	The centre is performing well against the Chief Inspector Inspection standards. There is good performance across most inspection standards and the purposes of those standards. 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.

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

Rating	Description
1	The centre is performing strongly against the Chief Inspector Inspection standards. There is strong performance across all inspection standards and the purpose of those standards. Weaknesses, if any, are considered minor.

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

## INSPECTION SUMMARY

### Areas of good performance

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

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

Safety – Standards	
4	<b>FIRST DAYS IN CUSTODY</b> Prisoners are treated with respect on arrival at the prison.
6	<b>FIRST DAYS IN CUSTODY</b> Prisoners know what will happen after the admission and reception process and are made aware of the sources of information and help available to them in a timely manner.
7	<b>FIRST DAYS IN CUSTODY</b>
	Prisoners are fully supported on arrival and during their early days in prison and remand prisoners are provided with assistance to meet their bail conditions to ensure they are released from custody as soon as practicable.
8	<b>ACCOMMODATION</b> Prisoners live in a safe, clean and decent environment that is only as restrictive as necessary for the security and good order of the prison. Prisoners are encouraged to take personal responsibility for themselves and their possessions with reasonable safeguards in place to protect prisoner property.

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12	<p><b>SECURITY, GOOD ORDER AND RULES</b>            Security and good order are maintained through positive staff-prisoner relationship based on mutual respect and consistency and fairness when dealing with prisoners.</p>
13	<p><b>SECURITY, GOOD ORDER AND RULES</b>            Rules, routines, centre regimes and behavioural expectations are well-publicised in an easily understood format, are proportionate, fair and encourage responsible behaviour.</p>
14	<p><b>INFRASTRUCTURE AND PROCEDURAL SECURITY</b>            Prison infrastructure provides for community safety and the security and good order of the prison and is complemented by effective procedural security processes.</p>
15	<p><b>INTELLIGENCE FUNCTION AND SEARCHES</b>            Security and good order are maintained through attention to physical and procedural matters including an effective intelligence function, searches, staff training and incident management procedures.</p>
18	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>            Prisoners will only be subject to use of force that is legitimate, used as a last resort, based on approved techniques for which staff receive regular training, and subject to rigorous governance.</p>
<b>Respect – Standards</b>	
21	<p><b>EQUITY AND DIVERSITY</b>            The centre provides an environment and culture, which embraces cultural diversity, and promotes equality for all staff, prisoners and visitors within by supporting cultural development and implementing appropriate management strategies for vulnerable prisoners, including those with a disability.</p>
22	<p><b>STAFF AND PRISONER RELATIONSHIPS</b>            Prisoners are treated respectfully by all staff, and are encouraged to take responsibility for their own actions and decisions.</p>
23	<p><b>LEGAL RIGHTS</b>            Prisoners are supported and provided with assistance and appropriate information to freely exercise their legal rights.</p>
27	<p><b>FOOD</b>            Prisoners are offered varied and nutritious meals to meet their individual approved dietary requirements and cultural beliefs. Prisoners are educated about healthy eating, menus are developed in consultation with a qualified dietician and complaints about food are investigated in a timely manner.</p>
28	<p><b>FOOD</b>            Food is prepared by prisoners and staff who have received information and training to comply with health and safety standards and hygiene regulations</p>
29	<p><b>PRISONER PURCHASES</b>            Prisoners can purchase a suitable range of goods at reasonable prices to meet their diverse needs; consulted on the goods available and can receive appropriate external financial support.</p>

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30	<b>RELIGIOUS ACTIVITY</b> Correctional centres have a tolerant approach to religious and spiritual diversity and all prisoner are able to practise their religion in safety, attend religious services and access chaplains or specialist visitors on a regular basis.
<b>Re-entry – Standards</b>	
37	<b>CONTACT WITH THE OUTSIDE WORLD</b> Prisoners are supported in a fair, equitable and flexible way and encouraged to reestablish or maintain relationships with their children and families where it is appropriate.
39	<b>REMUNERATION AND EMPLOYMENT</b> Prisoners are encouraged to work or engage in meaningful activity; employment and remuneration is well-publicised; designed to improve behaviour; and is administered fairly, transparently and consistently.
<b>Annexures</b>	
ANNEXURE C – MAXIMUM SECURITY UNITS	

### Areas Requiring Improvement

This section identifies those areas that were recognised by the Inspectors as requiring improvement to ensure sound practice. As discussed below, areas have been classified as high, medium or low areas for improvement depending on the seriousness of the outcome for prisoners. Fifteen (15) areas for improvement were identified with one (1) assessed as of high priority, eight (8) of medium priority and six (6) of low priority.

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

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

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

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Low	Represents a minor risk that if left unresolved may have an adverse outcome for prisoners. Requires remedial action prior to the follow up inspection.	Senior manager of relevant business unit.
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### Root Causes

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

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

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

Standard	Area for Improvement	Priority Rating	Business Unit
<b>SAFETY</b>			
5	<p><b>FIRST DAYS IN CUSTODY</b>  <b>Prisoners' individual needs are identified both during and after reception</b></p> <p>Offender Development staff conducting IRNA assessments were professional and competent and were doing the best that they could in the given circumstances. However given the prisoner numbers, volume of moves/churn rate and the number of staff available to conduct the assessments, there was an inadequate amount of time to ensure assessments were as thorough and detailed as they should be to given the critical and complex nature of the information involved; the collateral checking and open questioning techniques required and the severe consequences if important risk factors are not accounted for. Specialist operations advised that that BCC staff conducted 4134 IRNAs in 2016-17, nearly 50% more than the next highest Centre. SWO also advise that following three deaths in custody at the Centre a Clinical Assessor was appointed to undertake collateral checks on incoming receptions to allow those prisoners requiring "more focus" to be identified before the IRNA. The position was also intended to support and advise psychologists as they undertook their reception screens. They further advised that despite this, ongoing workload pressures and attraction/retention challenges have meant this position has been required to undertake IRNAs rather than collateral checking which reflects that staffing levels at this site have not aligned with workload.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>Environment (System) – Inadequate staffing numbers to meet the demand of workload as a result of prisoner numbers and churn rate.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Ongoing review of the allocation of additional offender development staff, from within existing staffing levels, to reception assessment functions to increase amount of time available to conduct each IRNA.</li> <li>Ongoing review of budget allocation and capacity for additional FTE positions for reception assessment function.</li> </ul>	High	<p>Correctional Centre</p> <p>OSS (Finance)</p>

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<b>9</b>	<p><b>ACCOMMODATION</b>  <b>The number of prisoners should not exceed a correctional centre’s design capacity. Where this is temporarily unavoidable, compensatory processes should be implemented to mitigate disadvantage and risk to both staff and prisoners</b>          Given the number of prisoners far exceeds the built capacity there are considerable concerns regarding the space available to adequately and safely store prisoner property.          An issue impacting on prisoners in overcrowded conditions in accommodation areas is the provision of milk in 1 litre containers as it is leading to conflict and unsafe food practices          Due to the high prisoner numbers there is a large proportion of the</p>	<b>Medium</b>	<p>Correctional Centre</p> <p>OSS (Facilities)</p> <p>OSS (Contract Management)</p>
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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>prisoner cohort who are required to be in shared cell placements, sleeping on mattresses on the floor.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>Working Design – the infrastructure is not built for the additional capacity currently being managed at the centre</li> <li>Method (Local) – insufficient assessment and recording of suitability assessments and risk mitigation for individual shared accommodation placements</li> <li>Method (System) – contractual limitations for milk ration provision to prisoners</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Identification of strategies and options to increase space for safe prisoner property storage.</li> <li>Review contractual arrangement for prisoner-issue milk in accommodation areas to determine capacity to provide 600ml ration daily to each prisoner.</li> <li>Enhance shared accommodation placement assessments to more thoroughly identifying and record individual risks and mitigation strategies related to each shared accommodation placement.</li> </ul>		

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10	<p><b>SUICIDE AND SELF-HARM PREVENTION</b></p> <p>The prison provides a safe and secure environment which reduces the risk of self-harm and suicide and effectively manages the specific needs of different prisoner groups and levels of risk</p> <p>Prisoners considered high risk of suicide/self-harm and on high level observations are accommodated in the S3 unit. While it is acknowledged that this area needs to be safe enough to account for the increased risks and challenging behaviours prisoners accommodated in the unit display, the unit is currently austere in nature and the living conditions appear punitive, particularly in comparison to prisoners in segregation for disciplinary reasons.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• Method (Local) – at risk management plans that do not identify individual strategies that are directed towards therapeutic responses</li> <li>• Working Design (Local) – operation of S3 unit as a totally sterile environment</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Consideration of aesthetic and practice design changes that will result in a more appropriate balance between maintaining sterile conditions and creating a therapeutic and supportive environment for individuals in crisis</li> </ul>	Medium	Correctional Centre
16	<p><b>SUBSTANCE ABUSE</b></p> <p>All prisoners are safe from exposure to, and the effects of, substance use while in prison by utilising effective prevention and</p>	Low	Specialist Operations

Standard	Area for Improvement	Priority Rating	Business Unit
	<p><b>detection measures incorporated with the appropriate balance of therapeutic needs versus punishment –based responses</b> Local plan and processes in place that could be enhanced with guidance from an overarching QCS strategy founded in contemporary, evidence-based principles.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• QCS Drug Strategy to be finalised and implemented</li> <li>• BCC to incorporate strategies and principles for QCS plan into local plan and practices.</li> </ul>	Low	Correctional Centre

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17	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>  <b>Prisoners are subject to reasonable disciplinary procedures, which are clearly explained applied fairly and for good reason with consideration given to any pre-existing mental health concerns or disabilities that man have been a contributing factor</b></p> <p>Inspectors observed the Centre responding to a disciplinary issue in the S8 Protection Unit. The issue arose when a significant number of protection prisoners made threats about harming other protection prisoners dealt with for sex offences with children. The Centre responded by locking down the entire unit and advised that this was required so that staff could conduct intelligence checks and interview prisoners to determine who had involved themselves and who intended to maintain a position of threatening violence to child sex offenders in S8 which was necessary in order to maintain a safe and secure environment. The centre further advised that there was more to consider than discipline' per se and the temporary 'blanket safety' approach was considered a minor inconvenience to prisoners that are not involved in order to ensure longer term safety and security. Case notes for all prisoners in the unit indicated that they were locked down due to behavioural risks/safety and security concerns, meaning that potential victims, perpetrators and innocent bystanders were all recorded as having as the same negative involvement.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Disciplinary and offender management practices are applied on an individual basis, in accordance with procedural and legislative requirements so prisoners are not subject to collective punishment and are not disadvantaged by blanket responses applied in accommodation areas, for example cut and paste case notes that indicate all prisoners in the unit have the same level of involvement.</li> </ul>	Low	Correctional Centre
19	<p><b>DISCIPLINE, USE OF FORCE AND SEGREGATION</b>  <b>Prisoners are only held in a segregation unit in accordance with relevant policies and procedures and are not denied equitable access to entitlements available to other prisoner. Their individual needs are recognised, given proper attention and monitored to ensure their safety</b></p> <p>While all necessary documentation was in place in S3 and the DU it was noted that plans and orders appeared somewhat cut and paste and it</p>	Medium	

Standard	Area for Improvement	Priority Rating	Business Unit
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## CCC EXHIBIT

	<p>would be more appropriate for them to be more individualised to the particular risks and needs for each prisoner, including prisoners who are segregated for non-disciplinary reasons not being subject to potentially punitive and austere conditions unnecessarily.</p> <p><b>ROOT CAUSE/S –</b> Method (Local) - inadequate processes for creation of prisoner management plans and orders.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Enhancements to At Risk Management Plans; Individual Management Plans and Safety Orders to ensure they are tailored to the individual risks and needs of prisoners and focus on therapeutic and supportive strategies.</li> </ul>		
<b>RESPECT</b>			
24	<p><b>REQUESTS AND COMPLAINTS SYSTEM</b></p> <p><b>Effective request and complaint procedures are in place, with prisoners provided with easily understood information that is easy to access and easy to use. The process is fair, confidential and equitable and timely responses are provided.</b></p> <p>There was scope to improve analysis of Blue Letter complaints data. Due to the shorter timeframes prisoners are accommodated at BCC for there is a need to ensure blue letters and complaints are managed effectively and efficiently, including the referral of unresolved issues to placement/receiving centres when prisoners leave BCC. The Office of the Queensland Ombudsman conducted an audit of QCS complaints management in December 2016. QCS is implementing a number of recommendations, including the development of local processes around complaints management. BCC admin staff have attended complaints management (Resolve) training and are fully skilled to utilise the system. BCC has submitted their local process to SWO who are undertaking a review with feedback as necessary to BCC.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Implementation of Queensland Ombudsman audit recommendations relevant to BCC</li> <li>Review and implementation of BCC local process for complaints management</li> </ul>	Low	<p>Correctional Centre</p> <p>SWO</p>
25	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b></p> <p><b>Prisoners are provided with information about available services and are entitled to make their own decisions about their health care options. The health services provider ensures that they deliver health care assessments and services tailored to the needs of the prison population and individual needs and the services promote continuity of health and social care, commensurate with community standards</b></p>	Medium	<p>Strategy and Governance</p>

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Queensland Corrective Services

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## CCC EXHIBIT

	There are identified issues in regards to the level and nature of health care services and medical assessment and treatment provided to		
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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>prisoners accommodated at the centre including length of waiting times; changes of medication without prisoner involvement/consultation; limited information sharing between QHealth and QCS; insufficient services for example mental health services.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (System)</b> - Health and medical services provided to BCC are delivered from a regional-based government Health and Hospital service, not a centralised, offender-centric model.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of local service delivery arrangements to ensure that prisoner health and medical needs are being met in accordance with required standards.</li> <li>• Consideration of the development and implementation of a centralised, offender-centric health services model that more effectively and efficiently meets the unique and specific needs of prisoners in Queensland correctional centres.</li> </ul>		

## CCC EXHIBIT

26	<p><b>HEALTH SERVICES – QUEENSLAND HEALTH OR PRIVATE PROVIDER</b></p> <p><b>Prisoners with substance-related needs, including alcohol, are identified at reception through screening and assessment and are provided the opportunity to receive effective treatment and support throughout their stay in custody and post-release</b></p> <p>There is no opioid-replacement/treatment program available at BCC. This results in inconsistent service delivery for prisoners across the state. While prisoners’ substance-related needs area assessed upon reception there is limited sharing of information between QHealth and QCS and therefore the most effective planning and treatment cannot be provided to prisoners with substance-related needs.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• <b>Method (System)</b> - Health and medical services provided to BCC are delivered from a regional-based government Health and Hospital service, not a centralised, offender-centric model.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Review of local service delivery arrangements to ensure that prisoner health and medical needs are being met in accordance with required standards.</li> <li>• Consideration of the development and implementation of a centralised, offender-centric health services model that more effectively and efficiently meets the unique and specific needs of prisoners in Queensland correctional centres.</li> <li>• Review of opioid-replacement/treatment program model to ensure a consistent, viable service is provided to prisoners with substancerelated needs.</li> </ul>	Medium	<p>Strategy and Governance</p> <p>QPSR Project team</p>
<b>PURPOSEFUL ACTIVITY</b>			

Standard	Area for Improvement	Priority Rating	Business Unit
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31	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b></p> <p><b>Classification and transfer procedures are based on assessment of a prisoner’s risks and needs; are culturally appropriate; and clearly explained, fairly applied and routinely reviewed.</b></p> <p>Inspectors noted that there appeared to be a level of confusion amongst some prisoners who had been returned to custody for breaching parole conditions, about what precisely the sanction for the breach was, and what process the Parole Board used following return to custody. It is noted that Specialist Operations have advised that they have recently created a factsheet regarding parole suspensions that will be rolled out in correctional centres across the state and further that there is currently a review underway, as part of the PSR project, to determine the adequacy of resources available to prisoners to assist with the parole process.</p> <p>Inspectors also noted that some sentence management staff may have been inclined to use phrases that prisoners did not necessarily understand, such as when asked if they had any “association issues” in a particular centre, or when advised that the prisoner would be “panelled”. While minor matters, staff may wish to use alternative “plain English” alternatives to such phrases.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Implementation of newly created prisoner fact sheet regarding parole suspension.</li> <li>• Reminder to staff regarding use of the ‘Positive Interactions’ resource available in COPDs containing principles of communication and the use of language and terminology to enhance prisoner understanding of processes</li> <li>• Ongoing review of prisoner resources available to assist in parole processes.</li> </ul>	Low	SO (SMS)
33	<p><b>OFFENDER MANAGEMENT PLANNING – SENTENCE MANAGEMENT</b></p> <p><b>Prisoners have access to appropriate and quality interventions and services that address needs related to their offending.</b> Prisoner representatives from PACs raised with Inspectors their concerns about the Centre providing fewer programs than other Centres. The Centre does not provide prisoners the same range of interventions and services addressing offending behaviour, as are offered by other Centres. The Centre and agency position on this is that because it is primarily a reception centre where prisoners are accommodated for short periods of time, intervention programs are better provided by the placement centre where the prisoner will ultimately be located. Using April 2017 data as an example, Inspectors understand that 444 out of 723 prisoners (or just over 60%) were in the Centre for greater than 1 month. As a reception and remand centre, resources are more appropriately directed towards conducting thorough assessments of the</p>	Low	Correctional Centre  QPSR Project  SO (ORMS)

## CCC EXHIBIT

	prisoners' institutional and criminogenic risks, however consideration could be given to the introduction of a wider		
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Standard	Area for Improvement	Priority Rating	Business Unit
	<p>range of services and supports that prisoners could be linked with to assist them to address behavioural and offending risks, for example domestic violence support services.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Ongoing review of program delivery and service provision under the QPSR project to ensure more effective agency response to identifying and mitigating against criminogenic risk.</li> <li>Development of partnerships with local organisations and groups who can offer additional services and programs at a local level to assist in addressing risks and needs relevant to the prisoner profile at the centre, for example Domestic Violence.</li> </ul>		
34	<p><b>LEARNING, SKILLS DEVELOPMENT AND PURPOSEFUL ACTIVITY</b>  <b>Prisoners are assessed for learning and skills needs; provided with information about educational and practical training opportunities available; encouraged and enabled to learn both during and after sentence; and have access to good library facilities and learning resources.</b></p> <p>The centre has a limited budget and focus on training and programs, due to its designation as a reception, and now also remand facility.</p> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Consideration of short-term, additional programs, activities, training and/or education directed at supporting prisoners to develop relevant vocational and word readiness skills and knowledge.</li> </ul>	Low	<p>Correctional Centre</p> <p>SO (ORMS)</p>

## CCC EXHIBIT

35	<p><b>PHYSICAL ACTIVITIES, ARTS, CRAFTS AND HOBBIES</b>  <b>There is a program of physical activities, arts and crafts and hobbies in place and prisoners are encouraged and enabled to safely take part in those activities through a fair and equitable process.</b>                      The gym itself was sparse with very limited equipment. A funding application had been made by the Secure North Accommodation Manager to obtain fixed exercise equipment (similar to what has been installed in other centres) but the funding request was rejected. He has advised he will continue to advocate for more equipment for the gym.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• Environment – insufficient resourcing for additional activities to meet the increasing demand of higher prisoner numbers.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Consideration of funding approval for procurement of additional equipment for exercise and meaningful activity at BCC.</li> </ul>	Medium	OSS (Finance)
36	<p><b>OUT OF CELL ACTIVITY</b>  <b>Prisoners have regular and equitable access to a range of out of cell activities that are not cancelled unnecessarily.</b>                      Inspectors spoke to a number of prisoners in the gym. They explained it was ‘first in, first served’ as to who got to go to the gym. This meant at times prisoners would miss out on access, in particular to the gym.</p>	Medium	Correctional Centre
<b>Standard</b>	<b>Area for Improvement</b>	<b>Priority Rating</b>	<b>Business Unit</b>
	<p>Some prisoners advised that some prisoners would be conscious of taking it in turns whilst others did not. It was a lesser problem for the oval as more prisoners could be accommodated in the session. While this may pose a risk of standover tactics and people missing out, given the high prisoner numbers and timeframes within the structured day, logistically there are not many other options staff have to manage this. Staff are conscious of this and monitor for fairness and equity of access to gym, oval and recreational activities.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>• Environment – insufficient resourcing for additional activities to meet the increasing demand of higher prisoner numbers.</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>• Ongoing review of activities schedule and strategies and approaches to increase variety and frequency of meaningful activity and ensure equitable access for all prisoners.</li> </ul>	Medium	
<b>RE-ENTRY</b>			

<p>38</p>	<p><b>CONTACT WITH THE OUTSIDE WORLD</b>  <b>Prisoners can access the outside world through regular and easy access to visit in a clean, respectful and safe environment. Prisoners are aware of the visit procedures and visit entitlements with flexibility afforded in special circumstances.</b>          Inspectors observed that the visits area is fairly austere and sparse, particularly in relation to activities and an environment for children. An aesthetically softer and warmer environment and additional child-friendly resources and activities in the area may facilitate more positive family connections and contact.</p> <p><b>ROOT CAUSE/S –</b></p> <ul style="list-style-type: none"> <li>Working Design – hardened visits environment and lack of child and family friendly resources for use in visits</li> </ul> <p><b>REMEDIAL EXAMPLES –</b></p> <ul style="list-style-type: none"> <li>Identification and implementation of strategies to aesthetically soften the visits environment and make it more child and family friendly</li> <li>Procurement of more child-friendly resources for use in visits that can enhance prisoners’ contact with their children and families.</li> </ul>	<p>Medium</p>	<p>Correctional Centre</p>
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