

Inspector of
Custodial Services

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Inspection of Mannus Correctional Centre and
Glen Innes Correctional Centre 2022

Acknowledgement of Country

The Inspector of Custodial Services acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this report.

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

Inspector of Custodial Services

Published by the Inspector of Custodial Services

<https://www.inspectorcustodial.nsw.gov.au/>

First published: February 2024

ISBN/ISSN: 2207 0389

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Inspector's overview

This is the second inspection of Glen Innes Correctional Centre (CC) and Mannus Correctional Centre (CC). The first inspections took place in 2018 and informed the Inspector of Custodial Services (ICS) report on five minimum security correctional centres in regional NSW which was tabled in 2020.

The previous report focused on five centres: Glen Innes CC, Mannus CC, St Heliers CC, Ivanhoe CC and Brewarrina CC. Ivanhoe and Brewarrina CC have been closed since our last inspection and St Heliers CC was the subject of an individual report that was tabled in 2022.

The closure of Brewarrina CC and Ivanhoe CC has reduced placement options for minimum security Aboriginal men in custody. We are of the view that centres like Glen Innes CC and Mannus CC provide a similar physical environment to Brewarrina CC and Ivanhoe CC, and an opportunity to accommodate Aboriginal men on Country. We urge Corrective Services NSW (CSNSW) to provide better cultural programs and cultural safety training for their staff to enable Glen Innes CC and Mannus CC to become viable placement options for Aboriginal people in custody.

Five years on from our first inspection of Glen Innes CC and Mannus CC we found staff and management to be engaged in the inspection process. It was interesting to see what had changed in response to our earlier report and what still required attention. It was clear that some whole of system issues and changes had impacted the operation of these centres. COVID-19 had impacted the centres as the very sensible decision to reduce prisoner movement and transfers, had resulted in fewer people being transferred to minimum security centres in regional areas. It was also apparent that the requirement for all inmates, even those serving short sentences, to complete all programs before being transferred to a minimum security centre, contributed to lower numbers at these centres.

The regional minimum security centres play an important role in the custodial system, and we were pleased to see that these two centres were still operating despite having relatively low numbers at the time of inspection. Staff expressed genuine concern that lower inmate population numbers at their centre would risk the closure of the centre, and their jobs. There was a real sense that these centres were actively competing with other centres for minimum security inmates to keep the centre operating and preserve staff employment.

Like most NSW correctional centres, providing inmate workers for Corrective Service Industries (CSI) had become the focus of the centres. Providing the opportunity to work to earn some money and learn some skills, and be productive rather than idle is important in correctional centres. Mannus CC provides very good employment and education opportunities for men in custody and supports an excellent release to work program.

We were pleased to see that the sawmill at Glen Innes CC had closed since our last inspection. During the previous inspection we were concerned about the number of injuries occurring at the sawmill and the risks associated with forcing men with only basic workplace safety training to work in a sawmill. Employment in correctional centres should be about inmates learning skills to aid their rehabilitation and reintegration.

It was therefore pleasing to see a new construction industry operating at Glen Innes CC constructing houses for Aboriginal communities and flood victims, and to learn that since the inspection the centre has commenced a work release program. These types of employment opportunities and associated training are invaluable in supporting inmates to reintegrate into society and lead pro-social lives.

Fiona Rafter
Inspector of Custodial Services

Glossary of terms and acronyms

Aboriginal	'Aboriginal' when used in this report is inclusive of Aboriginal and/or Torres Strait Islander people.
AVL	Audio-visual link
BSI	Education services provider
Buy-up	Purchase by inmate of approved items
CC	Correctional Centre
CCTV	Closed circuit television
CMU	Case Management Unit
COPP	CSNSW Custodial Operations Policy and Procedures
COVID-19	Coronavirus disease 2019, the disease caused by the SARS-CoV-2 virus
CSA	Core Skills Assessment
CSI	Corrective Services Industries
CSNSW	Corrective Services NSW
EQUIPS	The Explore, Question, Understand, Investigate, Practice and Succeed Program
GP	General practitioner
ICS	Inspector of Custodial Services
ICS Act	<i>Inspector of Custodial Services Act 2012</i>
IDC	Inmate Development Committee
JH&FMHN	Justice Health and Forensic Mental Health Network
KPI	Key Performance Indicator
OS&P	Offender Services and Programs
RAPO	Regional Aboriginal programs officer
ROAMS	Remote off-site and afterhours medical services
SAPO	Services and programs officer
WDO	Work Development Order

Executive summary

This report contains the findings of the inspections of two minimum security correctional centres: Mannus Correctional Centre (CC) in the Riverina/South West Slopes and Glen Innes Correctional Centre (CC) in the Northern Tablelands that took place in October and August 2022 respectively. We last inspected both centres in 2018 as part of a thematic inspection of five minimum security correctional centres located in regional NSW (Minimum Security Report).¹ As with our last inspection, we wanted to observe the living conditions, services and opportunities available to men who are serving (and completing) their sentences at Mannus CC and Glen Innes CC.

Minimum-security correctional centres should provide opportunities for inmate rehabilitation, for reparation to the community through community work and work release, and for preparing people for reintegration into the community. Two cohorts are generally accommodated in a minimum security setting in NSW: i) those assessed early in their sentence as suitable; and ii) those that have progressed through higher security facilities over the course of their sentence. Both cohorts need to prepare for release to the community.

Both facilities provide meaningful work and are to be commended for the number of inmates undertaking traineeships. Mannus CC also had several inmates engaged in distance education, community project work and work release opportunities. This should continue to be a focus of Mannus CC and we encourage CSNSW to place more people at the centre who are able to take advantage of these offerings. This was in contrast to Glen Innes CC that had no inmates involved in community projects or work release at the time of the inspection and limited distance education offerings. We note that work release commenced on 5 October 2023 at Glen Innes CC.

We have made a recommendation to review the suite of programs available at both centres so that more minimum security men can be placed there. Currently minimum security men must complete programs in higher security facilities before being eligible for transfer to minimum security centres such as Mannus CC and Glen Innes CC. This requirement is possibly contributing to low numbers of Aboriginal men being placed at these centres. The small number of Aboriginal men at both centres was noticeable given the over-representation of Aboriginal people in the correctional system. The regional location and physical environment of both centres make them suitable placement options for minimum security Aboriginal men who have a connection to Country or family in the region. It is acknowledged that Glen Innes CC with the support of their Chaplain was endeavouring to provide access to Aboriginal cultural programs and mentoring for the small number of Aboriginal men at the centre.

At the time of our inspection, all NSW correctional centres were subject to COVID-19 restrictions. In-person visits had just resumed; however, they were underutilised due to factors such as visitor vaccination requirements, the distance families were required to travel, and visit time restrictions. Due to the regional location of the two centres and the distance most families must travel, Audio Visual Link (AVL), and tablet visits were extremely popular. These should be continued in addition to in-person visits, which we have recommended should return to pre-COVID-19 arrangements. In cell tablets had also been rolled out and allowed the men at both centres to make phone calls until 10pm at night. This was a positive improvement at both centres since our last inspections.

Similar to our previous inspection, inmates spoke positively about being accommodated in regional minimum security centres. This was due to the physical surroundings and rural setting. The ability to self-cater is also a positive aspect of these centres. However, an increase in the cost of groceries purchased through the internal buy-up system with no corresponding increase in the spending cap on groceries meant that less groceries were able to be purchased for self catering. The impact of these cost of living pressures was raised at both centres and is a system wide issue. We are pleased that our recommendation to increase the buy-up spend limit has already been implemented by CSNSW.

¹ Inspector of Custodial Services, *Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (Report, February 2020).

The 2018 inspection found that accommodation units at both centres needed repairs and ongoing maintenance. During these inspections we observed progress had been made in this regard. However, a number of recommendations and areas of concern from our 2018 inspections remained outstanding. We reiterate in this report the need to remove hanging points from the segregation cells at Mannus CC.

There were several areas at both centres that required attention. Some of these matters should have been able to be resolved through the Inmate Development Committee (IDC) but these were not functioning properly at either centre. We found that Mannus CC was not recording minutes of meetings regularly and Glen Innes CC did not have inmate representatives from all areas of the centre. Matters such as library access and opening hours, access to cooking appliances, access to gym and sporting equipment should be able to be addressed at a local level through a functioning IDC.

Other matters require closer attention by local management and Corrective Services Industries (CSI). Work place health and safety inductions conducted in English to non-English speakers was an issue at both centres, and Mannus CC was still issuing second hand work boots to men. Food safety compliance was a concern at Glen Innes CC. We have made recommendations to address these issues.

Health services at both centres are provided by the Justice Health and Forensic Mental Health Network (JH&FMHN) and it was pleasing to see good cooperation and communication between JH&FMHN staff, custodial staff and management regarding health matters. We found that the COVID-19 vaccination roll out had gone well at both centres, with most men in custody, as well as all correctional and health staff fully vaccinated. A need for increased access to Aboriginal health workers and/or additional Aboriginal health services is necessary, if these centres are to provide culturally appropriate health care for Aboriginal men. We also identified that telehealth was being underutilised at Glen Innes CC and optometry services are required at Mannus CC.

As with many regional centres, staff generally displayed positive motivation and goodwill towards the facility and its role within the correctional system. Generally, we found staff at both centres to be accommodating and respectful to our staff during the inspection. However, at both centres we observed some correctional officers who were rude, racist, and dismissive towards inmates and other staff. We also found that some officers at Mannus CC were using group punishment rather than following CSNSW policy. It appeared that people in custody tolerated the unprofessionalism of these staff because the positives of being in an environment like Mannus CC or Glen Innes CC outweighed the negatives. It is important that CSNSW deals with these issues in a consistent and timely manner, particularly if Mannus CC or Glen Innes CC have more Aboriginal men and foreign nationals placed there in the future. It is also important that staff undertake regular and ongoing training in cultural safety and diversity, dynamic security, and correctional policy and practice.

Recommendations

The Inspector recommends:

To Mannus and Glen Innes Correctional Centres

1. Corrective Services NSW ensure Mannus Correctional Centre and Glen Innes Correctional Centre staff undertake training in dynamic security.
2. Corrective Services NSW review the spend limit of the buy up.
3. Corrective Services NSW revert the length of visits back to pre-COVID-19 arrangements as soon as possible at Mannus Correctional Centre and Glen Innes Correctional Centre.
4. Corrective Services NSW consider placing eligible Aboriginal men at Mannus Correctional Centre and Glen Innes Correctional Centre who have family in the area and a connection to Country.
5. Corrective Services NSW increase engagement with the Aboriginal community and establish a local Elders Visiting Program to provide cultural support, guidance, and advice for Aboriginal men at Mannus Correctional centre and Glen Innes Correctional Centre.
6. Corrective Services NSW ensure that inmates who do not speak English are provided with CSI induction in their language and assisted by interpreter services where necessary.
7. Corrective Services NSW review programs available at Mannus Correctional Centre and Glen Innes Correctional Centre.

To Mannus Correctional Centre

8. Corrective Services NSW cease group punishment, especially punishments that remove access to purposeful activity, for example, restricted access to the gym at Mannus Correctional Centre.
9. Corrective Services NSW review CCTV security at Mannus Correctional Centre.
10. Corrective Services NSW remove hanging points in the holding and segregation cells at Mannus Correctional Centre.
11. Justice Health & Forensic Mental Health Network provide an optometry service to Mannus Correctional Centre inmates.
12. Justice Health & Forensic Mental Health Network improve the privacy and confidentiality of the health centre at Mannus Correctional Centre.
13. Corrective Services New South Wales ensure inmates commencing work receive new proper fitting work boots.
14. Corrective Services NSW consider supplying additional cooking appliances for each accommodation unit at Mannus Correctional Centre.
15. Corrective Services NSW ensure that the Inmate Development Committee at Mannus Correctional Centre is run regularly, and minutes recorded, as required by Custodial Operations Policy and Procedures.
16. Corrective Services NSW ensure gym and sporting equipment at Mannus Correctional Centre is maintained or replaced as necessary.

17. Corrective Services NSW improve and maintain the Aboriginal cultural spaces at Mannus Correctional Centre in consultation with relevant Aboriginal groups and Aboriginal people in custody.
18. Corrective Services NSW ensure the role of the Case Management Unit is clearly communicated to the staff and inmates at Mannus Correctional Centre.
19. Corrective Services NSW review the core skills assessment key performance indicator for Mannus Correctional Centre.
20. Corrective Services NSW increase the library opening hours at Mannus Correctional Centre.

To Glen Innes Correctional Centre

21. Corrective Services NSW install two-way intercoms in all accommodation units at Glen Innes Correctional Centre.
22. Corrective Services NSW ensure all Glen Innes Correctional Centre staff undertake the CSNSW Aboriginal Cultural Awareness training.
23. Justice Health & Forensic Mental Health Network increase the use of virtual care at Glen Innes Correctional Centre to support access to required health services that are not available on-site.
24. Justice Health & Forensic Mental Health Network employ Aboriginal health staff at Glen Innes Correctional Centre or ensure there is a process for Aboriginal patients to access Aboriginal health staff and services when needed.
25. Corrective Services NSW conduct refresher food safety training at Glen Innes Correctional Centre.
26. Corrective Services NSW should ensure that the Glen Innes Inmate Development Committee is representative of the inmate population and accommodation areas.
27. Corrective Services NSW broaden the range of basic education, and certified vocational training at Glen Innes Correctional Centre.
28. Corrective Services NSW increase the number of inmates undertaking distance education at Glen Innes Correctional Centre.
29. Corrective Services NSW provide staffing resources so that community projects can be reintroduced, and a Work Release Program supported at Glen Innes Correctional Centre.
30. The Inspector recommends that this report is made public immediately upon being tabled in NSW Parliament, in accordance with section 16(2) of the *Inspector of Custodial Services Act 2012*.

Inspection process

The office of the ICS was established by the *Inspector of Custodial Services Act 2012* (the ICS Act) in October 2013. The mandate of the office is to provide independent scrutiny of the conditions, treatment and outcomes for people in custody, and to promote excellence in staff professional practice. The Inspector is required to inspect each adult custodial centre at least once every five years and report on each such inspection to the NSW Parliament with relevant advice and recommendations.²

Inspection provides independent information gathering and analysis concerning what is working well and which areas require improvement. Prior to, and after the onsite inspection, a range of information was obtained (through meetings and in documentary form) from CSNSW and JH&FMHN. During the onsite inspection, observations were made, documentation was obtained, and discussions were held with individual and groups of men in custody (including the inmate development committee) and CSNSW and JH&FMHN staff at Mannus CC and Glen Innes CC.

The inspection of Glen Innes CC took place in August 2022. The inspection team consisted of the Inspector, one Principal Inspection and Research Officer, one Inspection and Research Officer and an Aboriginal Inspection and Liaison Officer. The inspection of Mannus CC took place in October 2022. The inspection team consisted of the Inspector, one Principal Inspection and Research Officer, one Senior Inspection and Research Officer, one Inspection and Research Officer, one Aboriginal Inspection and Liaison Officer and one Research Officer.

Inspections occur at a point in time. It should be noted that inspections of custodial facilities that occurred during the COVID-19 pandemic were impacted by ICS staff and centre staff being unavailable at short notice due to illness; centre lockdowns due to COVID-19 outbreaks; and changes to routines and practices to prevent or mitigate the risk of COVID-19 transmission. Consequently, some interviews that would usually occur in-person took place virtually either before or after the onsite inspection. The length of time onsite and ability to observe all functions of a centre was also impacted, often at short notice.

The Inspection considered sensitive information and methodologies. In accordance with section 15 of the ICS Act, information that could prejudice the security, discipline or good order of any custodial centre, or identify or allow the identification of a custodial centre staff member, has been removed in the public interest.

A draft report or relevant parts thereof were provided to CSNSW and JH&FMHN in accordance with section 14(2) of the ICS Act, and submissions were received from both. In accordance with section 14(1) of the ICS Act, the Inspector provided the Hon Anoulack Chanthivong, Minister for Corrections with the opportunity to make a submission in relation to the draft report. In accordance with section 14(3)(b) of the ICS Act, each submission and the Minister's response was considered before the finalisation of the report for tabling.

2 *Inspector of Custodial Services Act 2012* s 6.

1 Mannus Correctional Centre

1.1 Overview

Mannus CC is a minimum security facility for minimum security (C2 and C3) male offenders located near Tumbarumba. The centre is approximately 515 kilometres south of Sydney and 115 kilometres south-east of Wagga Wagga. The Ngarigo people are the traditional custodians of the land that Mannus CC is located on. The centre has a maximum inmate population of 164³ and maintained an average daily population of 109 for the period from July 2021 to June 2022.⁴ We inspected Mannus CC 18–20 October 2022.

The property was originally established as Brookfield Afforestation Camp, Mannus and proclaimed as a prison in 1927. The original stated purpose was to provide male prisoners with a ‘modified form of prison life’ and the opportunity to acquire skills that could be used on release. Records of its early years indicate prisoners carried out tree-planting and related activities, dairy farming and vegetable growing.⁵

Mannus CC is in a rural setting, a short drive (approximately 10km) from the Tumbarumba town centre and has a productive relationship with the local community. In January 2020 Mannus CC was threatened by a bushfire, resulting in inmates being evacuated to another correctional centre.

A pleasant physical environment, a relatively low inmate population and work opportunities make Mannus CC an appropriate location for those inmates who are trying to prepare for release, or who have demonstrated good behaviour throughout their prison sentence.

We previously inspected Mannus CC in 2018 as part of an inspection of five minimum security correctional centres in regional NSW. The Minimum Security Report, published in 2020⁶ noted that:

- the number of inmates enrolled in distance education was low. In 2022 this number had doubled.
- the living units were ageing. In our most recent inspection, we noted that the living units were gradually being updated.
- not all monthly IDC minutes had been recorded. In 2022 this continued to be an issue.
- inmates only had access to poor fitting, second hand work boots. This issue also remains outstanding.

We also recommended that CSNSW refurbish the holding and segregation cells at Mannus CC to appropriate standards and remove any hanging points. While these cells have been refurbished to some extent, the potential hanging points have not been removed.

3 Information provided by CSNSW, October 2022.

4 Information provided by CSNSW, September 2022.

5 Research Data Australia, *Brookfield Afforestation Camp* (web page, undated) <<https://researchdata.edu.au/agy-2482-brookfield-centre-1992/165869>>.

6 Inspector of Custodial Services, *Announced Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (Report, February 2020) 49-58.

Mannus Correctional Centre



1.2 Inmate profile

1.2.1 Legal status and charges

All of the 95 men in custody at Mannus CC on 30 June 2022 were sentenced, with six inmates appealing their sentence.

Table 1: Profile of ten most serious offences for inmates at Mannus CC on 30 June 2022⁷

Offence	Number of inmates
Illicit drug offences	43
Acts intended to cause injury	17
Homicide and related offences	6
Fraud, deception and related offences	5
Prohibited and regulated weapons and explosives offences	4
Offences against justice procedures, government security and government operations	3
Dangerous or negligent acts endangering persons	3
Traffic and vehicle regulatory offences	3
Property damage and environmental pollution	2
Robbery, extortion, and related offences	2

The majority of people (71 or 74.7%) held a C2 classification, and 22 people (23.2%) had a C3 classification. One inmate had a C1 classification, and another inmate had a B classification.⁸

⁷ Information provided by CSNSW, September 2022.

⁸ Inmate security classifications and risk designations are defined in the *Crimes (Administration of Sentences) Regulation 2014* cl 12. A C1 classification is for those inmates who 'should be confined by a physical barrier unless in the company of a correctional officer or some other person authorised by the Commissioner'. A C2 security classification is for those inmates who 'need not be confined by a physical barrier at all times but who need some level of supervision by a correctional officer or some other person authorised by the Commissioner'. A C3 security classification is for those inmates who 'need not be confined by a physical barrier at all times and who need not be supervised'. A B classification is for inmates who 'should at all times be confined by a secure physical barrier'.

Twelve (12.6%) people were Immigration Release Notification inmates, and one person was managed by the Serious Offenders Review Council (SORC).

1.2.2 Demographic information

On 30 June 2022 there were nine men (9.5%) at Mannus CC who identified as Aboriginal.

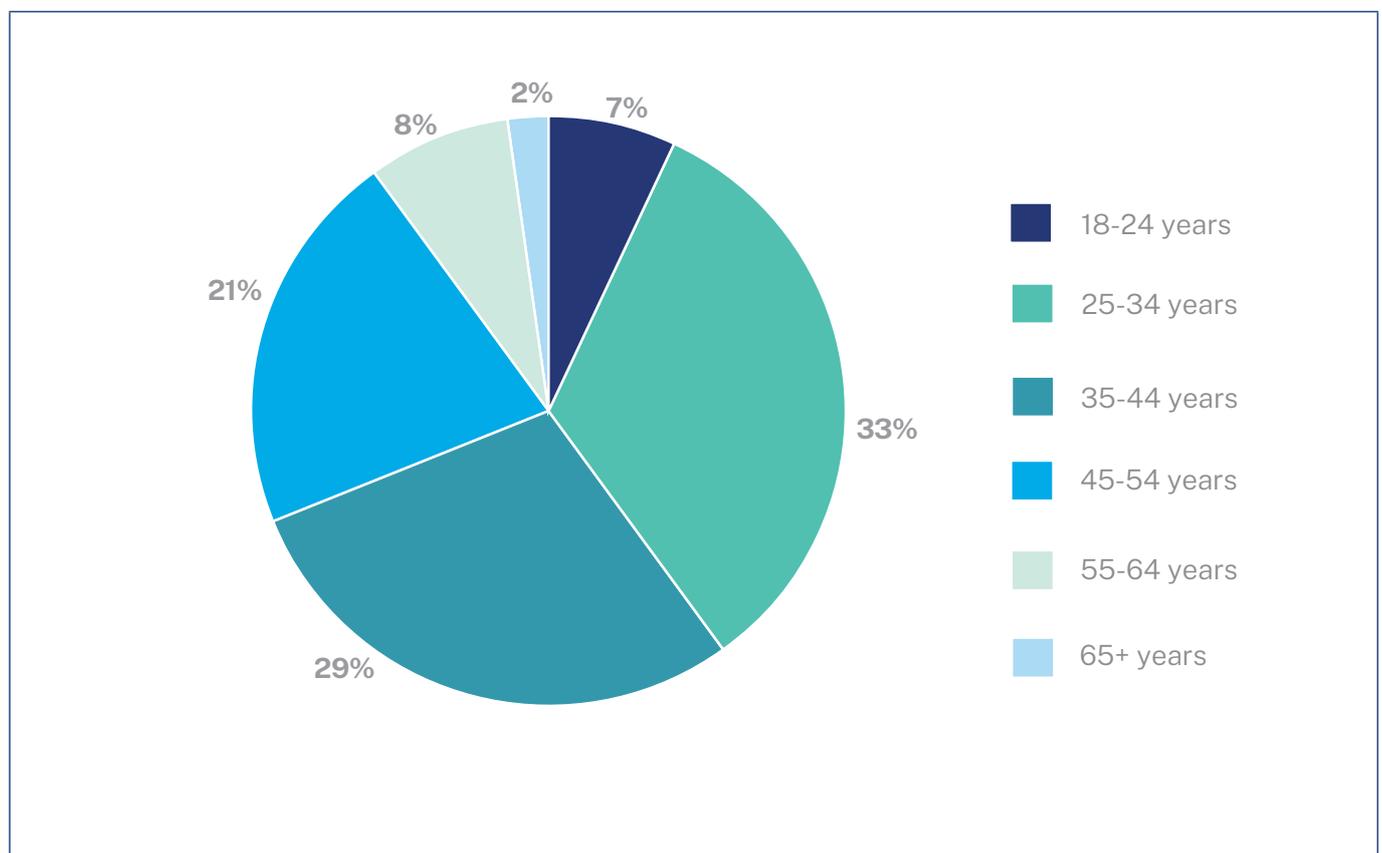
The majority of the population were born in Australia and there were also people from a diverse range of countries such as China, Italy, Malaysia, Vietnam, Colombia, Iran and England.⁹

The largest religious group was Catholic (12.6% or 12 inmates), followed by Christian (9.5% or nine inmates), Anglican (5.3 % or five inmates) and Muslim (3.2% or three inmates). Over half of all people (57.9% or 55 inmates) did not identify as being religious or their specific religion was unknown.¹⁰

The top five languages were English, Spanish, Mandarin, Vietnamese and Persian. Five people were identified as requiring a translator.¹¹

The age of people in custody at Mannus CC is outlined in figure 1.

Figure 1: Mannus CC age profile on 30 June 2022¹²



9 Information provided by CSNSW, September 2022.

10 Information provided by CSNSW, September 2022.

11 Information provided by CSNSW, September 2022.

12 Information provided by CSNSW, September 2022.

1.3 Infrastructure

1.3.1 Layout

Mannus CC is located on farmland south-east of Wagga Wagga. It has one main accommodation area. Inmates have good freedom of movement at the centre, with ease of access to relevant areas such as the health centre, education, library, and programs. Access to green space was a positive feature.

1.3.2 Inmate accommodation

Mannus CC accommodates inmates in a series of 15 single storey accommodation units, with capacity for between eight and 12 inmates per unit. The units comprise a mixture of shared and single rooms. The units incorporate shared bathroom and shower facilities as well as a common room and kitchenette.

Living units were gradually being repaired, for example the units were being repainted and the ceiling had been replaced in one unit. Common areas such as showers and kitchen areas appeared to be in reasonable condition during the inspection. The units were furnished very simply and had heating due to the cold winters in the area. In response to a recommendation made in our previous report, evaporative cooling units had been installed in each of the accommodation units. Two-way intercom systems had also been installed in the accommodation units so if there is a problem during the night custodial officers can be contacted.

Inmates are let out of their accommodation units at 7am and locked in at 5pm.

A kitchen in one of the accommodation units



A two-way intercom in one of the accommodation units



1.4 Safety and security

As noted in our previous report, minimum security correctional centres provide opportunities for rehabilitation, for reparation to the community through community work, and for preparing people for reintegration into the community. These facilities should ordinarily provide the best opportunities for men in custody, with the assistance of staff, to prepare for release. Minimum security placements should also provide opportunities to test the 'capacity to respond to increasing trust rather than

moving straight from a high security environment to freedom'.¹³

Mannus CC has experienced some issues with illegal contraband, particularly drugs. From 1 July 2021 to 30 June 2022 the most common breaches of correctional centre regulation were drug (26 charges) and smoking related charges (22 charges).¹⁴ During the course of our inspection we learnt of instances where inmates were subject to collective punishment because of illegal contraband finds. Examples included reducing gym hours and withdrawing buy-ups. This informal and collective approach to inmate discipline is inconsistent with the framework provided in the *Crimes (Administration of Sentences) Act 1999*.¹⁵ It is important that Mannus CC staff ensure that they are following relevant legislation and policy correctly, which together set out the process for disciplining inmates who have committed correctional centre offences.¹⁶ CSNSW deny that collective punishment is used as a management strategy and maintain that any inmates who are found with contraband are charged individually.¹⁷ We accept that group punishment is not authorised by legislation or CSNSW policy, however CSNSW need to provide greater oversight to ensure collective punishment is not occurring, particularly in instances where it is difficult to identify and charge the individual responsible.

Given that contraband is an issue, a review of CCTV locations at Mannus CC should be conducted. CSNSW have informed us that a review of CCTV locations at Mannus CC has recently been undertaken and a funding submission has been made to upgrade CCTV.¹⁸

Recommendation: Corrective Services NSW cease group punishment, especially punishments that remove access to purposeful activity, for example, restricted access to the gym at Mannus Correctional Centre.

Recommendation: Corrective Services NSW review CCTV security at Mannus Correctional Centre.

In our last report we noted that the holding and segregation cells in Mannus CC were in poor condition. While some remedial work had been undertaken since then and the cells were slightly cleaner, they still contained potential hanging points and inadequate ventilation. We were informed that removing the hanging points is a low priority due to the nature of Mannus CC and the demographic of inmates housed there. As inmates can be placed there while waiting for transport back to a higher security facility, (for various reasons, but including disciplinary reasons) this is a concern.

Recommendation: Corrective Services NSW remove hanging points in the holding and segregation cells at Mannus Correctional Centre.

13 Office of the Inspector of Custodial Services, WA, *The Flow of Prisoners to Minimum Security, Section 95 and Work Camps in Western Australia* (Report, December 2012) 1.

14 Information provided by CSNSW, September 2022.

15 *Crimes (Administration of Sentences) Act 1999* div 6.

16 *Crimes (Administration of Sentences) Act 1999* div 6; Corrective Services NSW, *Custodial Operations Policy and Procedures – 14.1 Inmate Discipline* (version 1.1, 12 March 2020).

17 Information provided by CSNSW, October 2023.

18 Information provided by CSNSW, October 2023.

Segregation cell



1.5 Staffing

In June 2022 Mannus CC had a staffing profile of 51, outlined in table 2.

Table 2: Staffing profile of Mannus CC¹⁹

Area	Approved full-time equivalent
Custodial	21
CSI	14
Administration/Classification	6
Offender Services and Programs (OS&P)	4
Case Management Unit (CMU)	4
Education	2
Total	51

Generally, we found staff at Mannus CC to be accommodating and respectful to our staff during the inspection. However, we observed there was an insufficient focus on dynamic security. Dynamic security concerns staff-inmate relationships and interactions such that staff understand the dynamics between inmates and are aware of what is going on within the correctional centre.²⁰ Some correctional officers at Mannus CC were reluctant to engage with inmates and there seemed to be little awareness of how dynamic security enhances correctional centre security. It is important that staff are trained in dynamic security and processes.

¹⁹ Information provided by CSNSW, September 2022.

²⁰ United Nations Office on Drugs and Crime, *Handbook on Dynamic Security and Prison Intelligence* (December 2015) 6, 29–30.

CSNSW advise that custodial primary training teaches dynamic security, and the relevant module has been included in primary training since 1998. This is not sufficient and more regular refresher training is required, in addition to training officers who commenced with CSNSW prior to 1998. CSNSW advised ICS in October 2023 that Mannus CC staff had recently undertaken Five Minute Intervention (FMI) training²¹ and this training highlights the importance of dynamic security.²²

Recommendation: Corrective Services NSW ensure Mannus Correctional Centre staff undertake training in dynamic security.

1.6 Physical and mental health

Inmates at Mannus CC had good access to the health centre, which was staffed seven days a week from 8am-4.30pm. While Mannus CC had no dedicated General Practitioner (GP), the Remote off-site and afterhours medical services (ROAMS) could be contacted 24 hours a day, seven days a week if a GP was required. In an emergency, inmates are transported to hospital at Tumbarumba or Wagga Wagga. An Aboriginal Health Worker had also visited Mannus CC three times in the July 2021 to June 2022 period.²³ Similar to our previous inspection workplace injuries, for example muscle and back strain and finger cuts, were still commonplace.

It was positive to hear at the time of the inspection that the COVID-19 vaccination roll out had gone well at Mannus CC, with most inmates and all staff fully vaccinated. It was also pleasing to learn that the implementation of virtual care since our last inspection had reduced the need for external appointments, especially given the remote location of Mannus CC and pandemic restrictions making it difficult to access medical appointments. Before the introduction of virtual care, the nursing staff would use the AVL but had to compete with court appointments which were prioritised.

Of the 33 total waitlist entries at the centre (excluding oral health), there were nil outside the recommended wait time for their designated clinical priority.²⁴

Inmates had few complaints regarding access.²⁵ Nevertheless the following potential issues were raised:

- Decline in the provision of dental services: Mannus CC had a good dental suite on site. Despite oral health services resuming normal operations in early 2022²⁶, at the time of inspection we found that the provision of services had been impacted by COVID-19 safety measures, affecting overall wait times. Mannus CC patients awaiting a dental appointment received ongoing care and monitoring from the Mannus CC nurses, who could provide nurse-initiated pain relief, or a GP, who could prescribe antibiotics and longer-term pain relief where appropriate. If required, acutely deteriorating patients (facial swelling) could be sent to the local hospital for emergency treatment.
- Lack of optometry service: Admission criteria at Mannus CC means patients with pre-existing optometry care needs are not eligible for placement in this centre. Patients with general eyesight issues can access non-prescription reading glasses on-site or are referred for an assessment with an optometrist. Patients are now escorted to an optometrist in Tumut where suitable or transferred to Goulburn CC to attend an optometry appointment. Treatment of serious eye concerns continue to be facilitated through referral to hospital.²⁷
- Lack of confidentiality and privacy in the health centre: The health centre is a single open plan space, with no separate treatment room. While there is only one patient in the health centre with a clinician at a time, a privacy curtain around the bed does not provide full confidentiality for

21 Five Minute Intervention training is a two-day course that offers staff a practical set of skills to encourage people in custody to take responsibility for their behaviour, become more self-sufficient, learn to problem solve and avoid impulsivity.

22 Information provided by CSNSW, October 2023.

23 Information provided by JH&FMHN, August 2022.

24 Information provided by JH&FMHN, August 2022.

25 Inmates who are acutely unwell or suffering from serious chronic conditions would likely not pass medical clearance to be transferred to Mannus CC.

26 Information provided by JH&FMHN, October 2023.

27 Information provided by JH&FMHN, October 2023.

patients if there is an additional health staff member in attendance. People outside the health centre could also see patients. JH&FMHN have advised that privacy blinds were installed on the health centre's windows in April 2023, and that the medication window is closed when patients are receiving treatment inside, to address privacy concerns.²⁸

Inmates had access to a psychologist who was onsite three weeks of each month. Health staff, psychologists and services and programs officers (SAPOs) worked well together to coordinate services and support for inmates.

Recommendation: Justice Health & Forensic Mental Health Network provide an optometry service to Mannus Correctional Centre inmates.

Recommendation: Justice Health & Forensic Mental Health Network improve the privacy and confidentiality of the health centre at Mannus Correctional Centre.

1.7 Services and amenities

1.7.1 Clothing and bedding

During our previous inspection the poor supply of proper fitting work boots in reasonable condition was an issue. This issue remained outstanding. We were informed that if an inmate is at Mannus CC for more than six months, they receive a new pair of boots. If they are at Mannus CC for a period less than this, then they receive a used pair. All inmates should receive new properly fitted boots.

The beds were old-style steel frames with metal springs. Complaints about the mattresses were minimal compared with our last inspection.

Work boots



Recommendation: Corrective Services New South Wales ensure inmates commencing work receive new proper fitting work boots.

1.7.2 Food and nutrition

CSI provided an evening meal, with lunch prepared on site by kitchen staff. Most inmates avoided CSI meals as much as possible, which resulted in food waste. Inmates were able to purchase groceries from their own funds, which were sourced by the centre. At the time of inspection, grocery prices had increased due to inflation, and this combined with a cap on the amount inmates could spend on groceries each week, limited the groceries that could be purchased through buy-ups. CSNSW informed us in October 2023 that the Commissioner had recently approved an increase to the amount

28 Information provided by JH&FMHN, October 2023.

that could be spent on groceries to \$120.00 per week and that the inmate account deposit limit had also been increased to \$800.00 a month.²⁹ This enables families of inmates to deposit additional money into inmate accounts that can be used to buy food and other items approved by CSNSW.

Basic kitchen equipment in the accommodation units allowed inmates to cook their own meals. Some inmates stated that they had used air fryers at other correctional centres and that it would be ideal if Mannus CC acquired some. The opportunity to self-cater was appreciated and appropriate for minimum security inmates who are generally working five days per week. We reiterate our view that some minimum security areas should be allowed to self-cater. This can provide people in custody with budgeting and meal preparation skills that are often necessary post release.

Recommendation: Corrective Services NSW review the spend limit of the buy up.

Recommendation: Corrective Services NSW consider supplying additional cooking appliances for each accommodation unit at Mannus Correctional Centre.

1.7.3 External visits and communication

In-person and AVL visits

Many if not most of the inmates serving their sentence at Mannus CC were not from the local or regional area. The distances, and therefore time and costs involved in visiting Mannus CC, for example, from the Sydney area, can impact regular visits for some inmates. Prior to the pandemic, visits were scheduled on Saturdays and Sundays, between 9.30am and 2.30pm. Visitors could stay for all this period if they wished. However, at the time of inspection the duration of visits had altered due to the pandemic. Inmates were allowed one in-person visit of two-and-a-half hour's duration and one AVL visit each weekend. The introduction of AVL visits addresses our recommendation from the 2018 inspection. Inmates were able to request an additional in-person visit each weekend if their visitors were travelling a significant distance to attend.

A proposal was in place that once visit restrictions had lifted that weekend visits would change to 30-minute AVL visits on a Saturday and potentially all day in-person visits on Sunday. Given that visitors often travel long distances to Mannus CC, reverting visits back to pre-pandemic arrangements (a Saturday and a Sunday) is recommended.

Recommendation: Corrective Services NSW revert the length of visits back to pre-COVID-19 arrangements as soon as possible at Mannus Correctional Centre.

Visits room



Visits area



29 Information provided by CSNSW, October 2023.

Phones and in cell tablets

Since our last inspection, CSNSW introduced in cell tablets in correctional centres across NSW, including Mannus CC. One of the functions of these tablets is the ability to make phone calls. At the time of inspection each inmate at Mannus CC had access to a tablet in their accommodation unit. The tablets were secured within their charging bays on workdays between 7.30am and 1.15pm, after which they could be used by inmates. Staff and inmates informed us that the tablets were invaluable for facilitating regular contact with families and friends, especially during periods when inmates were locked in their units or rooms due to COVID-19 outbreaks and wall phones in common areas were inaccessible. The introduction of in cell tablets has also addressed the Offender Telephone System handset shortage which was noted in our previous report.

1.5.7 Inmate advocacy and complaint mechanisms

Complaint mechanisms

An Official Visitor visits the centre on a regular basis to assist with the resolution of complaints at a local level. Inmates can also access external agencies via the free telephone call system, including the NSW Ombudsman, the Health Care Complaints Commission, the Independent Commission Against Corruption, the Law Enforcement Conduct Commission, Legal Aid NSW, and Aboriginal Legal Service.

Inmate Development Committee

At the time of inspection Mannus CC had an IDC. Despite this the IDC was perceived to be a forum for Mannus CC to communicate information to inmates rather than an opportunity for two-way communication. As found during our last inspection, not all monthly meetings had minutes recorded and the centre was again reminded of this as an area to achieve good practice.³⁰ CSNSW say this is because the minutes of the monthly meetings at Mannus CC are the responsibility of inmate delegates. We remind CSNSW that they need to ensure Mannus CC complies with the COPP. A properly functioning IDC allows for the early resolution of issues at a local level.

Recommendation: Corrective Services NSW ensure that the Inmate Development Committee at Mannus Custodial Centre is run regularly, and minutes recorded, as required by Custodial Operations Policy and Procedures.

1.7.5 Faith services

At the time of inspection there was no chaplaincy service at Mannus CC due to the recent retirement of the chaplain. Recruitment for a new chaplain was underway. In the interim, an Orthodox priest visited every couple of months. Prayer books, rosary beads and bibles could be requested through Services and Program staff. Mannus CC also provided religious meals upon request.

1.7.6 Access to purposeful activity

Inmates had access to old but adequate gym equipment as well as a combined volleyball/basketball/tennis court. There was also an oval that had weight stations. Inmates utilise the oval after work and on weekends to run and/or hold independently arranged touch football games, however the lock-in at 5pm daily minimises access to these spaces.

There was a lack of clarity around when the sporting goods buy-up occurs. The sporting goods buy-up is meant to occur every quarter, however we were informed that it had not occurred during the six months prior to our inspection.³¹ As a result, inmates have had to share sporting equipment which can lead to tension.

Recommendation: Corrective Services NSW ensure gym and sporting equipment at Mannus Correctional Centre is maintained or replaced as necessary.

³⁰ See Corrective Services NSW, *Custodial Operations Policy and Procedures: 9.8 Inmate development committee* (version 1.2, 12 March 2020).

³¹ Information provided by CSNSW, July 2022.

1.8 Rehabilitation and release preparation

1.8.1 Support for Aboriginal people

As of 30 June 2022, Aboriginal people made up 9.5% of the population at Mannus CC.³² Consideration should be given to placing eligible Aboriginal men at Mannus CC who have family in the area and a connection to Ngarigo land on which Mannus CC is located. Placement on Country promotes individual rehabilitation and supports wellbeing.³³ CSNSW maintain that access and connection to family is considered when placing Aboriginal men at a correctional centre, however, other needs like the availability of criminogenic programs, education, employment, and cultural programs are also considered.³⁴ Currently minimum security men must complete programs in higher security facilities before being eligible for transfer to minimum security centres such as Mannus CC and Glen Innes CC. This requirement is probably contributing to low numbers of Aboriginal men being placed at the centre. The small number of Aboriginal men at the centre was noticeable given the over-representation of Aboriginal people in the correctional system.

There is a Koori Garden that is accessible to inmates, however it required maintenance. At the time of inspection Mannus CC did not have a Yarning Circle. CSNSW advise that a Yarning Circle will be installed within the 2023/2024 financial year.³⁵ Ongoing consultation with Aboriginal people should occur regarding the use of the Koori Garden and the Yarning Circle.³⁶

Pond in the Koori garden



Shelter in the Koori garden



We found that cultural programs and support, activities and events were lacking at Mannus CC, and had not been sufficiently prioritised. We heard that recent NAIDOC celebrations had been poorly designed and implemented. Mannus CC should consider establishing a NAIDOC planning committee and have a designated budget, with the involvement and input of Aboriginal men on decision making.

There was one Aboriginal delegate at Mannus CC, whose role was to communicate issues, concerns, and good practice with senior management through the IDC meetings. This man also acted as a support person for the other Aboriginal men at the centre. Aboriginal people, including the Aboriginal delegate, would benefit from regular connection with a local visiting Elder/s for spiritual and cultural support. Since our inspection we have been advised that the Regional Aboriginal Programs Officer (RAPO) is actively working on securing suitable Elders to participate in an Elders program for Mannus

32 Information provided by CSNSW, September 2022.

33 Inspector of Custodial Services, Draft *Inspection Standards for Aboriginal People in Custody in New South Wales (2023)* standard 1.1.

34 Information provided by CSNSW, October 2023.

35 Information provided by CSNSW, October 2023.

36 Inspector of Custodial Services, Draft *Inspection Standards for Aboriginal People in Custody in New South Wales (2023)* standard 1.2.

Correctional Centre.³⁷ This requires ongoing monitoring by CSNSW.

The Time to Work Employment Service was available for Aboriginal or Torres Strait Islander men monthly and aimed to assist in preparation for employment and release. The program provides one-on-one support to develop a transition plan and resume for their release. While the service did not visit Mannus CC in 2021-22 due to COVID-19 restrictions, they did conduct 15 telephone consultations during this time.³⁸

Recommendation: Corrective Services NSW consider placing eligible Aboriginal men at Mannus Correctional Centre who have family in the area and a connection to Country.

Recommendation: Corrective Services NSW improve and maintain the Aboriginal cultural spaces at Mannus Correctional Centre in consultation with relevant Aboriginal groups and Aboriginal people in custody.

Recommendation: Corrective Services NSW increase engagement with the Aboriginal community and establish a local Elders Visiting Program to provide cultural support, guidance, and advice for Aboriginal men at Mannus Correctional Centre.

1.8.2 Case planning and management

The Case Management Unit (CMU) at Mannus CC had a staffing profile of one senior case management officer and three case management officers. The CMU undertakes risk and needs assessments to identify what programs, services, work, and education people in custody should undertake during their sentence to reduce their risk of reoffending. To be eligible for a case plan a person must be sentenced and have at least three months to serve before their earliest possible release date.³⁹ Case plans should be developed within six weeks of a person being sentenced and approved within seven weeks.⁴⁰ As of 30 June 2022, 73 out of 95 (77%) inmates at Mannus CC had a completed case plan.⁴¹ We were informed that this number was not higher as several men had arrived at Mannus CC without case plans.

The inspection team found that there was a lack of understanding of the role of the CMU amongst custodial staff and inmates. It is important that inmates and custodial staff are educated about the function of the CMU.

Recommendation: Corrective Services NSW ensure the role of the Case Management Unit is clearly communicated to the staff and inmates at Mannus Correctional Centre.

1.8.3 Programs

At the time of the inspection the offender services and programs team at Mannus CC consisted of one senior SAPO and two SAPOs.

Mannus CC no longer offers EQUIPS (Explore, Question, Understand, Investigate, Practice and Succeed) programs. Prior to being transferred to Mannus CC, inmates must have completed at least one or two EQUIPS programs at another centre. Once they are at Mannus CC, they can participate in EQUIPS maintenance. EQUIPS maintenance helps participants to put into practice the skills and self-management plans they developed in EQUIPS group programs in real life situations in custody or the community.⁴² There were no drug and alcohol programs at Mannus CC. The men in custody and staff provided feedback that these programs were needed. Consideration should be given to offering the full suite of EQUIPS programs at Mannus CC, given the need for drug and alcohol programs and ease of access offender services and programs staff have to inmates at Mannus CC.

37 Information supplied by CSNSW, October 2023.

38 Information supplied by CSNSW, July 2023.

39 Corrective Services NSW, *Policy for Case Management in Correctional Centres* (Version 1.0, 8 December 2017) 14.

40 Corrective Services NSW, *Policy for Case Management in Correctional Centres* (Version 1.0, 8 December 2017) 14.

41 Information provided by CSNSW, September 2022.

42 Corrective Services NSW, *Compendium of Offender Behaviour Change Programs* (February 2021) 43.

In addition to EQUIPS maintenance, Mannus CC runs CONNECT⁴³ and were trialling a new program called Mini Dads at a Distance.⁴⁴ The latter was extremely popular with the men in custody.

A review of figures provided by CSNSW for the 12 months prior to June 2022 revealed that 59 inmates had participated in programs, but only 17 of these men had completed a program.⁴⁵ This low completion rate is disappointing given that Mannus CC is a minimum security centre and may be a final stop before release to the community. We were also informed that some men at Mannus CC had to be transferred to a secure correctional centre to complete required programs that were not offered at Mannus CC. This issue needs to be addressed through the classification and placement system, or by increasing programs on offer at Mannus CC.

The centre was ensuring inmates had the opportunity to complete Work Development Orders (WDO) while in custody, working to pay off state debts. We were advised that 23 inmates were on WDOs at the time of the inspection.

Recommendation: Corrective Services NSW review programs available at Mannus Correctional Centre.

1.8.4 Education

Mannus CC was offering education, with one trainer contracted from BSI Learning responsible for delivering the Foundation Skills Program (Language, Literacy and Numeracy Courses and Digital Literacy Courses).

All offenders with a sentence of imprisonment of six months or more are required to undertake a core skills assessment (CSA). The purpose of the CSA is to provide an indication of an inmate’s Australian Core Skills Framework level and identify inmates with low literacy and numeracy skills who need to participate in the Foundation Skills Programs. Most inmates arrive at Mannus CC having already completed their CSA. Despite this, the centre has a key performance indicator (KPI) of completing 250 CSAs per annum. Not surprisingly given the number of inmates at the centre only 39 CSAs had been completed over a 12-month period.⁴⁶ CSNSW has advised that this KPI is currently under review.⁴⁷

Mannus CC was also facilitating vocational training. Courses provided in the 2021-2022 year included agricultural skills, chainsaw operations, chemical handling, and first aid. Participation figures are included in the following table:

Table 3: Education and vocational training offered at Mannus CC July 2021 to June 2022⁴⁸

Name of course	Number of participants
VTP Agriculture	60
VTP Chainsaws	40
VTP Chemical Handling Certification	30
VTP Cleaning Operations	10
VTP Construction	10
VTP Warehousing Operations	10
WPT First Aid	28

43 CONNECT addresses key concepts such as logical and emotional thinking, acceptance, communication and resilience.

44 Mini Dads at a Distance aims to enhance the father-and-child relationship and increase the participant’s paternal sensitivity.

45 Information provided by CSNSW, September 2022.

46 Information provided by CSNSW, September 2022.

47 Information provided by CSNSW, October 2023.

48 Information provided by CSNSW, September 2022.

WPT Food Safety	19
WPT Forklift	13
WPT Skidsteer	20
WPT Tractor Driving	14
WPT White Card	22

As of 30 June 2022, a total of seven inmates were undertaking traineeships at Mannus CC in agriculture, horticulture, wood machining and business administration. This is to be commended and the Inspector encourages Mannus CC to continue to increase the number of traineeships.

Recommendation: Corrective Services NSW review the core skills assessment key performance indicator for Mannus Correctional Centre.

It was pleasing to see that the number of inmates enrolled in distance education at Mannus CC had doubled since the previous inspection, with four inmates participating in tertiary or distance education. At the time of the inspection, one inmate was studying a Bachelor of Construction Management, and another was completing an Associate Diploma in Business Management. There was also an inmate undertaking a course on Theology and another doing a Certificate IV in Training and Assessment. Education staff said that they were unable to support any more inmates to participate in distance education due to resourcing and time constraints. As inmates are not permitted general internet access, education staff need to regularly print out course materials for inmates and negotiate/administer submission of assessments and testing with education providers.

Mannus CC had a well-stocked library, however at the time of inspection the library was only open for 1.5 hours per day and closed on weekends. This was disappointing as the library was operating well at the time of our last inspection in 2018. The inspection team were informed that the centre was trying to recruit two inmate librarians so that the library could be open for longer periods of time and on weekends, however CSI employment was prioritised over these appointments. Libraries play an important role in correctional environments. The *Guiding Principles for Corrections in Australia* (2018) state that: 'Prisoners [should be] provided with library services for legal, recreational and educational needs'.⁴⁹

Poor access to libraries is a particularly concerning issue for inmates with legal concerns. Inmates must be provided with access to up-to-date Australian legislation and sentencing information. This is normally provided through the secure CSNSW Legal Info Portal, which is a secure internal CSNSW website, available on networked 'green' computers.⁵⁰ They should also have access to stand alone computers (not networked) to prepare their own legal documents, or to read and review legal information provided by their solicitor. This is CSNSW policy.⁵¹ While the library at Mannus CC has one computer available to access the legal portal, library access is limited. Mannus CC should make this computer accessible.

Recommendation: Corrective Services NSW increase the library opening hours at Mannus Correctional Centre.

Employment

In addition to traditional prison industry employment such as laundry and kitchen work and building and grounds maintenance, the centre provides inmate employment in agriculture and timber industries:

- Two apple orchards are managed by approximately 30 inmates plus staff, which involves maintenance, harvesting, pruning, and fertilizing. 'First class' graded apples are sold

49 See Corrective Services Administrators' Council, *Guiding Principles for Corrections in Australia* (February 2018) 13.

50 Inmates have an individual account in the state-wide centralised CSNSW network.

51 Corrective Services NSW, *Custodial Operations Policy and Procedures – 20.8 Inmate Access to Legal Resources* (version 1.2, 4 November 2021).

commercially, while second grade apples are grown for the CSNSW food supply.

- Mannus CC breeds Angus cattle and lambs. Inmates gain experience in farm maintenance, animal husbandry, hay and silage production and other aspects of farm work. A large portion of livestock is sold to market.
- Timber processing employs up to 30 inmates producing pallets and firewood/kindling for external sale, as well as items for local use such as apple storage bins. Inmates gain skills in logistics, administration, and forklift operations.

At the time of the inspection, Mannus CC had very high levels of employment. This was in part due to low numbers at the centre. On 18 October 2022, the first day of the inspection, there were only 83 inmates at Mannus CC, which was effectively half capacity.⁵²

Table 4: Mannus CC employment profile as at September 2022⁵³

Employment	Profile	Actual
Aboriginal Delegate	1	1
Agriculture (sheep and cattle farm)	30	6
Agriculture (farm maintenance)	15	5
Apple Orchard	30	12
Barber	1	1
Domestic Services	5	6
Education Clerk / Sweeper	1	1
Food Services / Laundry	15	10
Grounds and Centre Maintenance	25	11
Manager of Industries clerk	1	1
Timber processing	30	16
Works Release	6	11
Total Employment	160	81

Mannus CC and CSNSW have invested in industries that teach skills and produce goods for internal consumption as well as external market sale. There are timber companies in the region, so some skills gained in timber processing can potentially lead to employment for a small number of inmates. Inmates interested in regional employment in agriculture had the opportunity to perform productive farming work.

52 The centre has a maximum inmate population of 164.

53 Information provided by CSNSW, October 2023.

Apple orchard



Every new inmate at Mannus CC participates in an online induction run by Corrective Services Industries (CSI). The induction is only available in English. A professional interpreter is not used for inmates who do not speak English. Lack of interpreters for an induction of this nature can create workplace health and safety risks as there is no effective oversight of whether the person has understood what is being communicated. Given the high number of non-English speakers who work for CSI across the state, the online induction should be available in other key languages. CSNSW have advised that the CSI induction training is available in multiple languages in printed booklets and that inmates are “buddied” up with another inmate who speaks the same language to aid with learning.⁵⁴ CSI must ensure that these booklets are provided to inmates who do not speak English and that interpreters are used to ensure inmates understand the contents of the booklet.

Recommendation: Corrective Services NSW ensure that inmates who do not speak English are provided with CSI induction in their language and assisted by interpreter services where necessary.

1.8.5 Work release

The work release program allows inmates to obtain employment in the community and earn real wages. This enables inmates to save money in preparation for their release and provide their families with financial assistance. Eleven inmates from Mannus CC were engaged in work release with one local employer. This was an increase from four inmates when we last inspected the centre and is to be commended.

It appeared that genuine post release employment opportunities were available, which can significantly increase the chances of a successful transition from custody to the community. We were informed that Mannus CC had been approached by other local businesses who were able to offer inmates employment, however Mannus CC did not support an increase in work release due to the impact on employee numbers in CSI industries.

54 Information provided by CSNSW, October 2023.

1.8.6 Community work

Some inmates are given the opportunity to participate in community work. Mannus CC has a productive relationship with the local council and inmates assist with the maintenance of existing spaces and publicly accessible assets around the shire. For example, maintenance of the Hume and Hovell walking track is a regular project. While community work was paused in response to the COVID-19 pandemic, it had resumed by the time of our inspection.

2 Glen Innes Correctional Centre

2.1 Overview

Glen Innes Correctional Centre (CC) is a minimum-security facility for minimum security C2 and C3 male offenders and was inspected 24-26 August 2022. The centre is located 45 kilometres east of Glen Innes and 615 kilometres north of Sydney in the Northern Tablelands. The Ngarabul people are the traditional custodians of the land that Glen Innes CC is located on.

The centre has a maximum inmate population of 168⁵⁵ and maintained an average daily population of 109 for the period from July 2021 to June 2022.⁵⁶ The centre is rarely at full capacity, and suggested reasons for this varied but is probably due to the number of other centres able to accommodate the same cohort of inmates.

Glen Innes CC opened in 1928 and was originally known as the Mount Mitchell Afforestation Camp. The site chosen for building the prison camp was reportedly virgin forest, which had to be cleared and built on by the original inmates and staff.⁵⁷

Glen Innes CC was previously inspected by the ICS in 2018.⁵⁸ The major change that has occurred since the 2018 inspection has been the closure of the centre's sawmill industry. A new industry building demountable/modular housing has been established and is popular amongst inmates and staff. Inmates are also employed in the centre's timber products industry and kitchen, as well as in cleaning, building and ground maintenance roles.

Our 2018 inspection found that the accommodation units were in varying states of repair and cleanliness. This issue has since been addressed; a facilities officer has been appointed who is slowly attending to maintenance issues.

Generally, we found staff to be accommodating and respectful to our staff during the inspection. There were complaints, however, received from some of the inmates and staff that some correctional officers were unapproachable and dismissive towards inmates and colleagues. While on inspection we also observed that there was an insufficient focus on dynamic security.

The centre is surrounded by trees and has a reasonable layout with regards to accommodation. Most inmates were pleased to be at the centre. While there was an impressive focus on providing employment at the centre, opportunities for work release and community work were non-existent at the time of inspection.

2.2 Inmate profile

2.2.1 Inmate profile Legal status and charges

On 30 June 2022 there were 90 men in custody at Glen Innes CC, with five of those inmates appealing their sentence.⁵⁹

55 Information provided by CSNSW, August 2022.

56 Information provided by CSNSW, July 2022.

57 Research Data Australia, *Mount Mitchell Afforestation Camp* (web page, undated) < <https://researchdata.edu.au/agy-480-mount-centre-1992/164586>>

58 Inspector of Custodial Services, *Announced Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (Report, February 2020) 79-90.

59 Information provided by CSNSW, July 2022.

Table 5: Top ten most serious offences for inmates at Glen Innes CC on 30 June 2022⁶⁰

Offence	Number of inmates
Illicit drug offences	41
Acts intended to cause injury	16
Homicide and related offences	6
Fraud, deception and related offences	6
Traffic and vehicle regulatory offences	4
Offences against justice procedures, government security and government operations	4
Sexual assault and related offences	2
Miscellaneous offences	2
Unlawful entry with intent/burglary, break and enter	2
Theft and related offences	2

The majority of people (69 or 76.7%) held a C2 classification, and 21 people (23.3%) had a C3 classification.⁶¹ There were 26 (28.9%) Immigration Release Notification inmates.⁶²

2.2.2 Demographic information

On 30 June 2022 8 people (8.9%) at Glen Innes CC identified as Aboriginal. While a majority of the population were born in Australia, the centre also held inmates from a diverse range of countries. The top five languages were English, Chinese or Mandarin, Vietnamese and Spanish. Eight people were identified as requiring an interpreter.⁶³

The largest religious group was Catholic (11.1% or 10 inmates), followed by Buddhist (10% or 9 inmates) and Christian (6.7% or six inmates).⁶⁴

The age of people in custody at Glen Innes CC is outlined in figure 2.

60 Information provided by CSNSW, July 2022.

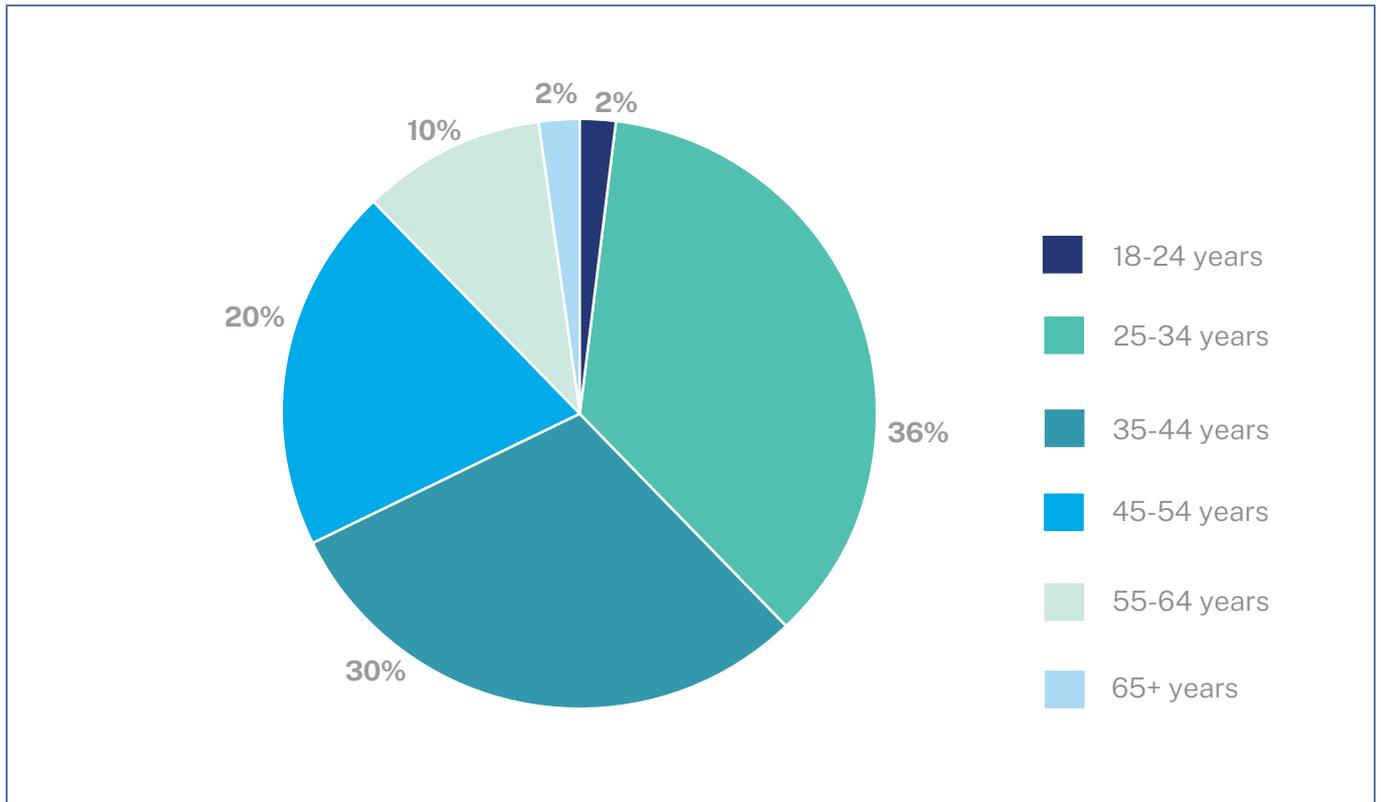
61 Inmate security classifications and risk designations are defined in the *Crimes (Administration of Sentences) Regulation 2014* cl 12. A C2 security classification is for those inmates who 'need not be confined by a physical barrier at all times but who need some level of supervision by a correctional officer or some other person authorised by the Commissioner'. A C3 classification is for those inmates 'who, in the opinion of the Commissioner, need not be confined by a physical barrier at all times and who need not be supervised'.

62 Information provided by CSNSW, July 2022.

63 Information provided by CSNSW, July 2022.

64 Information provided by CSNSW, July 2022.

Figure 2: Glen Innes CC age profile on 30 June 2022⁶⁵



2.3 Infrastructure

2.3.1 Layout

Glen Innes CC has two accommodation areas: the main compound and the honour houses. Inmates have good freedom of movement at the centre, with ease of access to relevant areas such as the health centre, chapel, education, and library. Access to green space was a positive feature.

2.3.2 Inmate accommodation

The main compound accommodation at Glen Innes CC contains ten single storey residential style accommodation units in a quadrangle formation around a common grassed area with a tennis court in the centre. The ten units, have a maximum capacity of ten inmates per unit, with many men in single rooms. There is a good line of sight from the officer’s area, as well as proximity to the health centre, AVL suites, SAPO offices and library.

The honour houses are located outside the secure perimeter of the compound. The rooms in the honour houses are a slightly higher standard of accommodation.

Accommodation units in both areas have a common room with basic kitchen facilities, a TV, dining table and plastic chairs. Common rooms were fitted with air conditioning units, but individual rooms were not. Overnight temperatures in winter can be extremely cold in the Glen Innes area.

The units did not have a two-way intercom. At the time of our inspection there was an inmate who required medical assistance during the night, and it was difficult for the other residents in the compound to alert custodial staff. It is crucial that two-way intercoms are installed in each accommodation unit so that if there is a medical emergency or a problem overnight custodial staff can be easily contacted.

65 Information provided by CSNSW, July 2022.

Our previous report noted that while the accommodation had a good layout, as in most correctional centres, units were in varying states of repair and cleanliness. During our recent inspection we noted that good progress had been made on maintenance of these units, for example the flyscreens on the windows of the units had been replaced. We were informed that a facilities officer had been appointed and maintenance issues were gradually being attended to.

Recommendation: Corrective Services NSW install two-way intercoms in all accommodation units at Glen Innes Correctional Centre.

Honour house



2.4 Safety and security

Minimum security correctional centres provide opportunities for rehabilitation and for preparing people for reintegration into the community. Accommodation units were unlocked at 7am each morning and inmates were locked into their accommodation units at 5pm (5.20pm in summer). Unfortunately, at the time of inspection lock ins were occurring up to two to three times per month.⁶⁶ Lock ins mean that inmates are not released from their accommodation units during the day, and this limits their ability to work, participate in education and programs and exercise. The lock ins were due to searches, industrial action, power losses, COVID-19 outbreaks, and staff shortages. While the reasons for these lock ins were valid, lock ins should be minimised if possible.

There is a segregation area including four camera cells. One of the cells was used to hold workers who were either sacked or refused to work, during work hours. The cell had an L-shaped concrete bench and two mattresses. There was no TV, however dismissed workers were entitled to take one book into the cell. We have been informed that the practice of placing inmates who refuse to work in this holding cell has ceased.⁶⁷ The ICS supports this decision.

⁶⁶ Information provided by CSNSW, August 2022.

⁶⁷ Information provided by CSNSW, July 2023.

Segregation cell



2.5 Staffing

The Glen Innes CC Management Plan includes a staffing profile of 57, outlined in table 6.

Table 6: Staffing profile of Glen Innes CC⁶⁸

Area	Approved full-time equivalent
Custodial	24
CSI	16
Administration/Classification	8
Offender Services and Programs (OS&P)	4
Case Management Unit (CMU)	4
Education	1
Total	57

During our last inspection inmates spoke positively about Glen Innes CC and indicated they would rather be at Glen Innes CC than at any other centre. Inmates felt confident in communicating with staff which is important prior to their release and reintegration into society.⁶⁹

In the period since our last inspection Glen Innes CC had experienced staffing and leadership changes. Consequently, the culture at Glen Innes CC had dramatically changed. We received reports that some correctional officers were unprofessional and rude to inmates and other staff. We heard about alleged bullying, harassment, discrimination, and racism between staff, and from staff to inmates. Inmates told us that they tolerated the unprofessionalism of staff because the positives of being in an environment like Glen Innes CC (particularly the physical environment) outweighed the negatives.

⁶⁸ Information provided by CSNSW, June 2022.

⁶⁹ Inspector of Custodial Services, *Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (February 2020) 85.

At the time of inspection bullying and harassment allegations between staff and staff on inmates were being investigated. CSNSW have confirmed that since February 2020 its professional standards and investigations unit has received 19 referrals of alleged misconduct from Glen Innes CC.⁷⁰ It is imperative that CSNSW manages these issues in a consistent and timely manner. It is also important that staff are provided with regular and ongoing training to educate them on areas such as professional conduct and diversity. We were informed that 'Respectful conversations' staff training was being rolled out at Glen Innes CC. From June 2021 to July 2022 only one staff member had completed 'Working with culture and diversity' training and 31 staff had completed the 'Doing the right thing: Workplace ethics' training.⁷¹ Since our inspection we have been informed that the Department of Communities and Justice have delivered the following programs at the centre: Working as One Team; Let's Talk; Team Building; Values workshop; and Managing Workplace Issues.⁷²

We also observed there was an insufficient focus on dynamic security. Dynamic security concerns staff-inmate relationships and interactions such that staff understand the dynamics between inmates and are aware of what is going on within the correctional centre.⁷³ Some correctional officers at Glen Innes CC were reluctant to engage with inmates and there seemed to be little awareness of how dynamic security enhances correctional centre security. It is important that staff are trained in dynamic security and processes.

CSNSW advise that custodial primary training teaches dynamic security, and the relevant module has been included in primary training since 1998. This is not sufficient and more regular refresher training is required, in addition to training officers who commenced with CSNSW prior to 1998.⁷⁴

We were advised that all custodial staff must complete Aboriginal Cultural Awareness training offered by the Brush Farm Corrective Services Academy as a part of their Certificate III in Correctional Practice, which is a prerequisite for working in NSW custodial centres.⁷⁵ The Inspector recommends that all staff are required to undertake the CSNSW Aboriginal Cultural Awareness training and refresher training is provided on a more frequent basis.

Recommendation: Corrective Services NSW ensure Glen Innes Correctional Centre staff undertake training in dynamic security.

Recommendation: Corrective Services NSW ensure all Glen Innes Correctional Centre staff undertake the CSNSW Aboriginal Cultural Awareness training.

2.6 Physical and mental health

The health centre on site is staffed by a full-time Nursing Unit Manager and 1.9 (full time equivalent) other nursing staff. Inmates at Glen Innes CC had good access to nurses at the health centre, which was staffed Monday to Friday from 8am to 5.30pm and on the weekend from 9am to 5.30pm.

Of the 28 total waitlist entries at the centre (excluding oral health), there were nil outside the recommended wait time for their designated clinical priority.⁷⁶

It was positive to hear that at the time of the inspection the COVID-19 vaccination roll out had gone well at Glen Innes CC, with most inmates and all staff fully vaccinated. Another positive was that workplace injuries had declined since the sawmill ceased operation.

Local systems and equipment appeared in good order, and inmates had few complaints regarding access.⁷⁷ Nevertheless the following issues were raised:

70 Information provided by CSNSW, October 2023.

71 Information provided by CSNSW, August 2022.

72 Information provided by CSNSW, October 2023.

73 United Nations Office on Drugs and Crime, *Handbook on Dynamic Security and Prison Intelligence* (December 2015) 6, 29–30.

74 Information provided by CSNSW, October 2023.

75 Information provided by CSNSW, August 2022.

76 Information provided by JH&FMHN, July 2022.

77 Inmates who are acutely unwell or suffering from serious chronic conditions would likely not pass medical clearance to be transferred to Mannus CC.

- Virtual care⁷⁸: Glen Innes CC has virtual care installed but we were informed that it had only been used twice. Virtual care options support care access and continuity, while reducing the need for transfers to hospital or another custodial location. JH&FMHN have updated us that the use of virtual care technologies at Glen Innes CC has increased since our inspection, with recent examples including six-week leave cover of the GP clinic and facilitation of sexual assault counselling through a community provider.⁷⁹ JH&FMHN should increase the use of virtual care at Glen Innes CC to support access to required health services that are not available on-site.
- GP access: The centre had arrangements with a local GP who visited once per week. The GP had not visited the centre in the fortnight prior to our inspection (one time because the centre was locked down due to industrial action and the other because the centre was locked down due to staff shortages). Virtual care was not used to provide a GP service when the GP was unable to come to the centre. At the time of inspection there were 16 on the GP waitlist. JH&FMHN have since advised that virtual care was used to ensure continuous GP service provision at Glen Innes CC while the visiting GP was on annual leave.⁸⁰
- Specialist appointments: Local hospitals in regional areas are utilised for diagnostic medical imaging and emergency care only. This means that inmates in regional locations who require specialist outpatient services must transfer to Long Bay CC ahead of their specialist appointment at Prince of Wales Hospital. Many men decide not to have their health issues addressed as they would prefer not to be transported to Long Bay CC and spend potentially a long period of time on a waiting list for a health appointment.
- Lack of an optometry service: Admission criteria at Glen Innes CC means patients with pre-existing optometry care needs are not eligible for placement in this centre.⁸¹ For general eyesight issues the clinic was limited to dispensing reading glasses available in pharmacies. We have been told that Glen Innes CC patients with non-urgent eye concerns are transferred to Mid-North Coast CC for optometrist appointments, while treatment for serious eye concerns are facilitated through the local hospital.⁸²
- Decline in the provision of dental services: The dental waitlist was taking longer to get through. Custodial officers used to take five men to the dentist in town at a time, however this number had been reduced to two or three inmates. At the time of inspection there were 10 inmates on the dental waiting list. If there is a dental emergency, for example an abscess, ROAMS would be contacted to arrange a prescription until they can access a dentist. JH&FMHN have advised that since our inspection the number of patients escorted to the community dental provider at a time has increased and is meeting service needs.⁸³
- Access to culturally safe care: At the time of inspection Glen Innes CC did not have an Aboriginal Health Worker, nor did it utilise the services of the local Aboriginal Health Service to provide culturally appropriate care for Aboriginal men. We have been informed that JH&FMHN have a five-year Aboriginal Workforce Plan (2023-27), that aims to increase Aboriginal representation across a range of roles, including Aboriginal Health Workers (AHWs).⁸⁴

Inmates had access to a psychologist on a fortnightly basis. The centre has had a vacant psychologist position for four years despite many attempts to recruit to the position. There is a general shortage of psychologists across CSNSW in regional areas.

78 Virtual care is the JH&FMHN preferred terminology for telehealth.

79 Information provided by JH&FMHN, October 2023.

80 Information provided by JH&FMHN, October 2023.

81 Information provided by JH&FMHN, October 2023.

82 Information provided by JH&FMHN, October 2023.

83 Information provided by JH&FMHN, October 2023.

84 Information provided by JH&FMHN, October 2023.

Recommendation: Justice Health & Forensic Mental Health Network increase the use of virtual care at Glen Innes Correctional Centre to support access to required health services that are not available on-site.

Recommendation: Justice Health & Forensic Mental Health Network employ Aboriginal health staff at Glen Innes Correctional Centre or ensure there is a process for Aboriginal patients to access Aboriginal health staff and services when needed.

2.7 Services and amenities

2.7.1 Clothing and bedding

Our last inspection noted that doonas were not readily available for new arrivals at Glen Innes CC, and given the cold climate of Glen Innes in winter, it was recommended that doonas be immediately issued to all new arrivals. This recommendation had not been implemented.

At the time of this inspection in August 2022 arrangements at Glen Innes CC broadly conformed with the minimum requirements of the COPP.⁸⁵ New inmates were supplied with two blankets, two sheets and two pillowslips. What was missing, however, was adequate provision for the cold climate. The open-weave cotton blankets issued are unsuitable for the local climate in winter. Doonas can be purchased through the inmate buy-up system, and, at the time of inspection there were some donated doonas that could be given to men who could not afford to buy a doona. It gets very cold in Glen Innes. During our inspection it snowed 40 kilometres away from the centre. Governors or Functional Managers do have discretion to issue bed linen in excess of the minimum entitlements depending on factors such as climate and inmate health.⁸⁶ It was disappointing to see that this issue had not been addressed.

2.7.2 Food and nutrition

Kitchen staff reheat frozen CSI meals for dinner and prepare two main salads a week and daily sandwiches for inmates. The sandwiches are delivered to the worksites at 11.30am each day. At 10.40am on one day of our inspection we reviewed the paperwork attached to the sandwiches being delivered to the worksites. This paperwork indicated that the sandwiches were temperature checked at 11.25am. This was not possible. Failure to comply with food safety requirements poses a health risk to the inmate population at the centre.

CSNSW maintain that the Glen Innes Food Services Unit adheres to the approved food safety program (HACCP Australia), is audited annually and that the unit is supervised by a Food Trade Qualified Officer. We have also been informed that all staff and inmates who work in the Food Services Unit complete the Basic Food Handling/Hygiene Course prior to beginning employment in the Food Services Unit.⁸⁷ Food safety audits were conducted on 22 June 2021, 6 September 2022 and 4 October 2023. An audit of completed paperwork would not detect the issues we directly observed during the inspection. Paperwork was being filled out to say meals had been temperature checked when they had not been. This is a serious food safety issue that needs to be addressed. Refresher food hygiene training is required for staff who were clearly not training and supervising inmate workers to the standards that are required by the HACCP.

Inmates have access to an additional grocery buy-up from their own funds at a set price limit, which is then sourced by the centre from the local supermarket. At the time of inspection grocery prices had increased due to inflation and this limited the amount that could be purchased through buy-ups. CSNSW have informed us that the Commissioner had recently approved an increase to the buy up limit and that the inmate account deposit limit had also been increased.⁸⁸

85 Corrective Services NSW, *Custodial Operations Policy and Procedures: 1.5 Issuing Correctional Centre Clothing and Linen* (version 1.4, 22 June 2023) 7.

86 Corrective Services NSW, *Custodial Operations Policy and Procedures: 1.5 Issuing Correctional Centre Clothing and Linen* (version 1.4, 22 June 2023) 7.

87 Information provided by CSNSW, October 2023.

88 Information provided by CSNSW, October 2023.

Basic kitchen equipment in the shared housing units allows some self-preparation of meals. The opportunity to self-cater was strongly valued by the inmates.

Recommendation: Corrective Services NSW conduct refresher food safety training at Glen Innes Correctional Centre.

Recommendation: Corrective Services NSW review the spend limit of the buy up.

CSI meal



External visits and communication

In-person and AVL visits

In response to the suspension of in-person social visits due to COVID-19 CSNSW introduced tablet and/or AVL social visits in correctional centres across NSW, including Glen Innes CC. At the time of inspection, in-person visits had resumed and were for one hour either on a Saturday or a Sunday and on public holidays (excluding Christmas day). Visiting hours were between 8.30am – 11.30am and 12.30pm – 3.30pm. Inmates also had access to 30 minute AVL Visits on Friday, Saturday and Sunday. Inmates were able to apply for more than one visit.

Prior to the pandemic, visiting hours were from 8.30am - 3pm, every Saturday, Sunday and on public holidays (except Christmas Day). There was reportedly no need for visitors to reserve a visit spot in advance, as visit sessions were rarely full. Contact between inmates and family and community is crucial when preparing for reintegration back into the community. All day or two-day visits should be re-introduced as most visitors travel from Sydney.

Staff and inmates informed us that the AVL visits were invaluable for facilitating regular contact with families and friends during the pandemic and were particularly appreciated by the men from Sydney or foreign nationals with family overseas. The use of technology to facilitate long distance, interstate and international family relationships was a recommendation made in our previous report and the use of AVL or tablets for visits addresses this recommendation.

Recommendation: Corrective Services NSW revert the length of visits back to pre-COVID-19 arrangements as soon as possible at Glen Innes Correctional Centre.

Phones and in cell tablets

At the time of inspection each inmate at Glen Innes CC had access to a tablet in their accommodation. One of the functions of in cell tablets is the ability to make phone calls, and men could make tablet phone calls from 5pm (winter) or 5.20pm (summer) to 10pm. During lockdown periods in cell tablets could be accessed from 3.30pm. Tablet calls could also be made between 5.30am and 6.30am. This is ideal as physical telephones are not located in areas that can be accessed after inmates are locked in their accommodation units at 5pm.

2.7.3 Inmate advocacy and complaint mechanisms

Complaint mechanisms

An Official Visitor visits the centre on a regular basis to assist with the resolution of complaints at a local level.

Inmates can also access a number of external agencies via the free telephone call system, including the NSW Ombudsman, the Health Care Complaints Commission, the Independent Commission Against Corruption, the Law Enforcement Conduct Commission, Legal Aid NSW, and Aboriginal Legal Service.

Inmate Development Committee

At the time of inspection Glen Innes CC had an IDC that met monthly. It had several inmate delegates who understood their role and were very capable of articulating inmates' concerns. Despite this the IDC was perceived to be a forum for Glen Innes CC to communicate information to inmates rather than an opportunity for two-way communication. There were no delegates from the Compound on the IDC. While there was an Aboriginal delegate there was no representation for foreign national inmates.

Recommendation: Corrective Services NSW should ensure that the Glen Innes Inmate Development Committee is representative of the inmate population and accommodation areas.

2.7.4 Faith services

The full-time chaplain (and the accessible on-site chapel) played an important role in the life of the centre. The chaplain had a Diploma of Counselling and provided one-on-one counselling to inmates referred by JH&FMHN and Services and Programs staff. He suggested that up to 80% of his time could be spent engaged in individual counselling. Inmates expressed their appreciation for the chaplain visiting vulnerable inmates during the COVID-19 related lockdowns, speaking to them through their cell windows in a socially distanced fashion. He also sourced clothing for inmates being released if needed.

At the time of inspection, the chaplain was running two services. When required, the chaplain can contact representatives of all major religious groups on behalf of individual inmates. Religious items such as scriptures, beads, and first language texts can be requested through the chaplain.

The chapel



Access to purposeful activity

Inmates had access to an oval and a tennis court. While there were no structured sporting activities or competitions, inmates had good access to outdoor spaces for physical activity, however the early lock-in at 5pm (5.20pm in summer) daily minimises access to these spaces.

In January 2022 the gym equipment at the centre had been removed due to safety concerns. At the time of inspection (August 2022) we were informed that Glen Innes CC had submitted a business case to CSNSW to replace the gym equipment. Inmates were able to make requests for alternative sports equipment (for example, weight bags, medicine balls, focus mitts etc) to be purchased in the interim. The inmates we spoke to expressed frustration around the delay to get the new gym equipment installed and told us that the requests they had made for alternative sports equipment had still not been supplied.

The gym equipment that had originally been withdrawn has now been refurbished, repaired, and returned to service as of May 2023. Alternative sports equipment, including slam balls, boxing bags, dumbbells, focus mitts, speed bags etc were supplied as an interim measure from December 2022.

The ICS *Inspection Standards for Adult Custodial Services in NSW* provide that inmates should have reasonable access to a range of sports, recreation and cultural activities and that recreation areas and equipment must be maintained to ensure safety of use.⁸⁹ The Inspector commends the new centre manager for addressing the lack of gym equipment on their arrival to the centre in late 2022.

Inmates can hire a television or purchase a television. Inmates are also able to access pay TV for an additional fee per week.

There was also a small library, that opened directly onto the compound and operated from Monday to Friday 10am – 4.30pm with one inmate librarian. It was also open on Saturday and Sunday on request. Inmates can access a range of fiction, non-fiction and reference books and magazines. Foreign language books and Asian language newspapers are also available.

89 Inspector of Custodial Services, *Inspection Standards for Adult Custodial Services in New South Wales* (May 2020) standards 100–101.

2.8 Rehabilitation and release preparation

2.8.1 Support for Aboriginal people

As of 30 June 2022, eight Aboriginal people made up 8.9% of the population at Glen Innes CC.⁹⁰ Consideration should be given to placing eligible Aboriginal men at Glen Innes CC who have family in the area and a connection to Ngarabul land on which Glen Innes CC is located. Placement on Country promotes individual rehabilitation and supports wellbeing.⁹¹ CSNSW advise that access and connection to family is considered when placing Aboriginal men at a correctional centre, however other needs like the availability of criminogenic programs, education, employment, and cultural programs are also considered.⁹²

The custodial infrastructure and the layout of Glen Innes CC is culturally appropriate for Aboriginal people.⁹³ There is a Koori Garden and Yarning Circle that is accessible to inmates when the accommodation compound is unlocked. The Koori Garden and Yarning Circle is a positive step in recognising the importance of and facilitating a connection to culture for Aboriginal men in custody.

We found that cultural programs and support, activities and events were lacking at Glen Innes CC, however there were endeavours to improve this. At the time of inspection, the chaplain (an Aboriginal man) had commenced facilitating a pilot program for Aboriginal men called 'Dadirii' (which means deep listening). A mentoring program for Aboriginal men had also commenced but was in its infancy. The Inspector supports the development of these programs but also recommends that a review of programs offered at Glen Innes CC occurs to enable more Aboriginal men to be placed at the centre. Currently minimum security men must complete programs in higher security facilities before being eligible for transfer to minimum security centres such as Glen Innes CC. This requirement could be contributing to low numbers of Aboriginal men being placed at the centre.

The Time to Work Employment Service was available for Aboriginal or Torres Strait Islander men and aimed to assist in preparation for employment and release. The program provides one-on-one support to develop a transition plan and resume for their release. The service assisted seven men at Glen Innes CC in 2021-22.⁹⁴

Art is an important way for Aboriginal people to express their connection to culture, land and their identity and community. Several Aboriginal men showed us their artworks. They informed us that they were easily able to access canvasses and paints. If the number of Aboriginal men placed at Glen Innes CC was to increase it would be an ideal location to run an Aboriginal art program.

There was one Aboriginal delegate at Glen Innes CC, whose role was to communicate inmates concerns with senior management through the IDC meetings. This man was also a support person for the other Aboriginal men at the centre. Aboriginal people and the Aboriginal delegate would benefit from regular connection with a local visiting Elder/s for spiritual and cultural support.

We heard that some correctional officers were racist towards Aboriginal inmates. It is important that CSNSW deals with this unprofessional conduct in a timely manner, particularly if Glen Innes CC seeks to have more Aboriginal men placed there in the future. It is also important that Glen Innes CC staff undertake regular and ongoing training in cultural safety and diversity.

Recommendation: Corrective Services NSW consider placing eligible Aboriginal men at Glen Innes Correctional Centre who have family in the area and a connection country.

Recommendation: Corrective Services NSW increase engagement with the Aboriginal community and establish a local Elders Visiting Program to provide cultural support, guidance, and advice for Aboriginal men at Glen Innes Correctional Centre.

90 Information provided by CSNSW, July 2022.

91 Inspector of Custodial Services, *Draft Inspection Standards for Aboriginal People in Custody in New South Wales (2023)* standard 1.1.

92 Information provided by CSNSW, October 2022.

93 Inspector of Custodial Services, *Draft Inspection Standards for Aboriginal People in Custody in New South Wales (2023)* standard 1.2.

94 Information provided by CSNSW, July 2023.

Yarning circle



2.8.2 Case planning and management

The Case Management Unit (CMU) at Glen Innes CC had a staffing profile of one senior case management officer and two case management officers. The CMU undertakes risk and needs assessments to identify what programs, services, work, and education people in custody should undertake during their sentence to reduce their risk of reoffending. To be eligible for a case plan a person must be sentenced and have at least three months to serve before their earliest possible release date. Case plans should be developed within six weeks of a person being sentenced and approved within seven weeks.⁹⁵ As of 30 June 2022, 73 out of 90 (81%) inmates at Glen Innes CC had a completed case plan.⁹⁶

We were informed that the CMU and OS&P at Glen Innes CC do not use inmates from non-English speaking backgrounds to interpret for other inmates. Instead, as in line with CSNSW policy, the telephone interpreter service is used.⁹⁷ Records indicate that the CMU and OS&P staff used the telephone interpreter service between June 2021 to July 2022 20 times (15 times for Vietnamese speaking men, four times for Mandarin speaking men and one time for a Samoan speaking man).⁹⁸ Instances where the telephone interpreter service was used include support in the case of a family crisis, explaining the process of appeals, and preparation for release.⁹⁹ This is good practice and using the telephone interpreter service is a practice that should be followed by all staff at Glen Innes CC.

⁹⁵ Corrective Services NSW, *Policy for Case Management in Correctional Centres* (Version 1.0, 8 December 2017) 14.

⁹⁶ Information provided by CSNSW, July 2022.

⁹⁷ Corrective Services NSW, *Custodial Operations Policy and Procedures – 11.1 Language Services* (version 1.2, 16 July 2020) 5.

⁹⁸ Information provided by CSNSW, July 2023.

⁹⁹ Information provided by CSNSW, July 2023.

2.8.3 Programs

Glen Innes CC had one senior services and programs team leader (SAPTL) and three SAPOs. At the time of our 2018 inspection Glen Innes CC was facilitating all four EQUIPS (Explore, Question, Understand, Investigate, Practice and Succeed) programs (Addiction; Aggression; Domestic and Family Abuse; and Foundation). However, since then CSNSW made the decision to cease offering criminogenic programs at Glen Innes CC and instead offer programs that focus on reintegration.¹⁰⁰ Inmates must complete programs at other correctional centres before being eligible for placement at Glen Innes CC. Recommending EQUIPS could increase the number of inmates who are eligible for placement at Glen Innes CC.

The following programs were delivered in the 2021-2022 year:

- CONNECT is a CSNSW developed general therapeutic program that aims to enhance an offender's ability to overcome adversity and adapt to changes faced in everyday life. CONNECT addresses key concepts such as logical and emotional thinking, acceptance, communication, and resilience. CONNECT programs were facilitated at Glen Innes CC on three occasions during 2021-2022 with a total of 16 people completing the program.
- NEXUS 3 is a program for inmates nearing release. It aims to support inmates with their release planning in the following areas: Family and Relationships, Housing, Money, Education and Employment, Wellbeing, Connection and Recognition and Next Steps. Modules are provided in a group format or individually if required.

A review of figures provided by CSNSW for the 12 months prior to June 2022 revealed that 44 inmates had participated in programs. No data was available on the number of inmates who had completed these programs.¹⁰¹ This low participation rate is disappointing given that Glen Innes CC is a minimum security centre and may be a final stop before release to the community.

Glen Innes CC also offered a twice-weekly Alcoholics Anonymous (AA) / Narcotics Anonymous (NA) group, which had a rolling entry and exit point for participants and was non-compulsory. This group was facilitated by a volunteer inmate AA/NA counsellor and was overseen by the chaplain and had been very successful. We encourage continued focus on voluntary programs at Glen Innes CC.

On a positive note, the centre was ensuring inmates had the opportunity to complete Work Development Orders (WDO) while in custody, working to pay off state debts. We were advised that 33 inmates completed their WDOs between July 2021 to June 2022.¹⁰²

Recommendation: Corrective Services NSW review programs available at Glen Innes Correctional Centre.

2.8.4 Education

At the time of inspection Glen Innes CC was offering education, with one trainer contracted from BSI Learning responsible for delivering the Foundation Skills Program (Language, Literacy and Numeracy Courses and Digital Literacy Courses). In 2021-22, 10 inmates participated in (and 10 partially completed) the Language, Literacy and Numeracy courses and 15 inmates participated (with four completions and 11 partial completions) in Digital Literacy courses.¹⁰³ The low completion rates were due to the pandemic.

Glen Innes CC was also facilitating a good range of vocational training, usually coordinated with industry work. Courses provided in the 2021-2022 year and participation figures are included in the table below:

¹⁰⁰ Information provided by CSNSW, July 2022.

¹⁰¹ Information provided by CSNSW, July 2022.

¹⁰² Information provided by CSNSW, July 2023.

¹⁰³ Information provided by CSNSW, September 2022.

Table 7: Education and vocational training offered at Glen Innes CC July 2021 to June 2022¹⁰⁴

Name of course	Number of participating individuals
Certificate II in Construction Pathways	10
Certificate II in Horticulture	5
Driver Knowledge Test	14
VTP Cleaning Operations	6
VTP Food Safety	12
WPT Crane Operations	8
WPT Dogging	8
WPT First Aid	9
WPT Forklift Operations	13

COVID restrictions had a detrimental effect on the delivery of education courses by external providers between July 2021 and June 2022. No courses ran between mid-August to late November 2021, and from the start of January 2022 to the third week in February 2022, as per CSNSW Commissioner’s instruction to pause the running of education programs due to the risk of COVID-19 spreading in class settings.¹⁰⁵ In addition, the centre went into lockdown due to COVID-19 cases amongst the inmate population in April 2022 for ten days.

It was pleasing to see that as at 30 June 2022, nine inmates were participating in a construction traineeship and five inmates were participating in a horticulture traineeship.¹⁰⁶ Training provided at Glen Innes CC included forklift, crane operations and dogging.

At Glen Innes CC and elsewhere, there is a perception that the purpose of education, and particularly vocational training, is to provide skilled workers for CSI Industries. Many inmates were grateful for the opportunities available but felt that further education and training that was not related to correctional centre industry employment was generally not encouraged or available, regardless of its usefulness post release. CSNSW have advised that Glen Innes CC recently held welding training and are undertaking a training needs analysis to identify suitable inmates to complete a construction white card course.¹⁰⁷

While on inspection we learnt that one student was studying a Bachelor of Science (Logistics and Supply Chain Management) through the University of Tasmania. The Inspector would like to see more inmates participating in tertiary or distance education at Glen Innes CC. CSNSW have informed us that tertiary institutions are moving away from paper-based assessments to online assessments, participation in online peer discussion forums or internet research projects. Inmates do not have access to the internet outside of a limited number of secure websites, and interaction with students and instructors online poses a security risk, making tertiary training difficult in some areas. Despite this, we have been told that CSNSW is currently exploring opportunities to expand access to distance learning through technology.¹⁰⁸

Glen Innes CC has a computer room that was generally observed as locked during the inspection. These computers have access to programs such as the Legal Portal, MS Office, and Driver Knowledge practice tests and need to be accessible to inmates.

Recommendation: Corrective Services NSW broaden the range of basic education, and certified vocational training at Glen Innes Correctional Centre.

Recommendation: Corrective Services NSW increase the number of inmates undertaking distance education at Glen Innes Correctional Centre.

¹⁰⁴ Information provided by CSNSW, September 2022.

¹⁰⁵ Information provided by CSNSW, September 2022.

¹⁰⁶ Information provided by CSNSW, August 2022.

¹⁰⁷ Information provided by CSNSW, October 2023.

¹⁰⁸ Information provided by CSNSW, October 2023.

2.8.5 Employment

Despite low numbers at the centre¹⁰⁹ not all inmates at the centre were employed. An employment profile for the centre as at 24 August 2022, the first day of the inspection, confirmed this.

Table 8: Employment profile at Glen Innes CC as at August 24 2022¹¹⁰

Employment	Profile	Actual
Aboriginal Delegate	1	1
Clerks	5	5
Demountable/Modular Housing	60	17
Grounds Maintenance	30	10
Food Services / Laundry	15	12
Timber products	30	26
Total	141	71

In our last report we highlighted workplace health and safety as an area of concern and recommended an independent review of the sawmill's viability as the main source of inmate employment and as a productive enterprise.¹¹¹ Following a review, Glen Innes CC closed the sawmill in 2020. At the time of our 2022 inspection, the sawmill was no longer operational, and the remaining sawmill equipment was being sold. Both staff and inmates expressed relief that they no longer had to work on a site that was the cause of a high number of workplace injuries.¹¹²

The centre still has a timber products industry where timber is bagged for sale commercially. A new industry Demountable/Modular Housing has been established and, at the time of inspection, had been running for two years. This unit produces demountable housing for the Aboriginal Housing Association, the Public Works office, and the Department of Education. Glen Innes CC staff and inmates have welcomed the introduction of the Demountable/Modular Housing unit. This new industry delivers a sense of accomplishment when inmates are able to see a completed building project, with many commenting that they now like going to work.

One of the overseers is a qualified arborist and grows plants to accompany the Demountable Housing project. He also supports interested inmates to grow vegetables to use with their cooking. The Inspector supports the development of a nursery at Glen Innes CC.

Inmates at Glen Innes CC work longer hours over four days, instead of five days, so that a fifth day (Monday or Friday) can be dedicated to education and training and programs.

2.8.6 Work release

At the time of inspection, there were no work release opportunities at Glen Innes CC. We have since been informed that as of October 2023 there are six inmates working for three local employers.¹¹³ This appears to be a result of the management of work release programs being transferred to CSI, who must report on this as a KPI.¹¹⁴ This has meant less competition for workers between CSI and the former work release team. The Inspector supports this renewed focus on identifying work release opportunities for Glen Innes CC inmates.

¹⁰⁹ We were advised the population on 24 August 2022 was 94.

¹¹⁰ Information provided by CSNSW, January 2024.

¹¹¹ Inspector of Custodial Services, *Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (February 2020) 81.

¹¹² Inspector of Custodial Services, *Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW* (February 2020) 81.

¹¹³ Information provided by CSNSW, October 2023.

¹¹⁴ Information provided by CSNSW, August 2022.

2.8.7 Community work

In our last report, we noted that Glen Innes CC had a small community work program. This included helping set up the annual Celtic festival, developing visitor amenities at Beardies Plain, and landscaping the Community Corrections Office in Glen Innes. At the time of inspection there were no community projects.¹¹⁵ A vital component of a minimum security correctional centre is community projects, as it enables inmates the opportunity to re-enter and contribute to the local community. CSNSW should provide sufficient resources to enable community projects to be reintroduced to Glen Innes CC.

Recommendation: Corrective Services NSW provide staffing resources so that community projects can be reintroduced, and a Work Release Program supported at Glen Innes Correctional Centre.

115 Information provided by CSNSW, August 2022.

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