

**Final Report: Inspector of Custodial Services – Full House: The growth of the inmate population in NSW April 2015**

<b>No</b>	<b>Recommendation</b>	<b>CSNSW Comment</b>	<b>Time Frame</b>
1	The Inspector recommends that CSNSW conducts a review of its classification system to reduce its complexity.	Recommendation supported & being progressed: Corrective Services NSW (CSNSW) is reviewing the classification system to ensure it is simpler and more in line with systems used in other Australian jurisdictions.	30 June 2016
2	The Inspector recommends that the risk-avoidance practice of placing most remand inmates into maximum-security centres be reviewed. A risk-management approach that would assess individual risk levels of remand inmates in determining placement should be implemented.	Recommendation supported (existing systems in place): Not all people on remand are currently held in maximum security; the existing classification policy allows for unsentenced inmates to be classified at maximum, medium or minimum security. The realignment of beds in the metropolitan area that is currently underway will increase options for managing remandees including a less restrictive environment at the current Dawn de Loas Correctional Centre.	N/A
3	The Inspector recommends that future estate planning should include consideration of increased numbers of smaller, self-contained accommodation wings within centres, each with its own facilities.	Recommendation supported: (strategies in place) CSNSW has just completed its Corrective Services Infrastructure Strategy (CSIS) which provides a strategic framework to long term prison infrastructure planning in NSW. The CSIS is a dynamic plan that allows for the reconfiguration of the NSW correctional system and is designed to supply fit for purpose system capacity to meet forecasted demand. The CSIS recommends that a large portion of all future correctional centres comprise residential style accommodation such as small units of around 10 inmates who would be locked into their unit at night, but not locked in their rooms. Inmates would share a common room with a TV and a small kitchenette which could be accessed during the night. The units would also have shared facilities.	Not determined
4	The Inspector recommends that CSNSW minimise the practice of holding inmates with different separation requirements at a centre.	Recommendation supported and being progressed: CSNSW is undertaking a review of inmates on protection (including special management, limited associated, no association), as well as the classification system to minimise different separation and classification categories as appropriate. As mentioned in response to (2) the conversion of a number of facilities (John Morony and Dawn de Loas) from sentenced to remand facilities will support the consolidation of remandees into specific purpose facilities.	30 June 2016

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5	The Inspector recommends that CSNSW staffing is adequate to ensure the intelligence function is not compromised.	Recommendation supported: (realisation dependent on changes to existing staffing) Staffing models with CSNSW correctional centres are being reviewed with the intention of creating specific intelligence roles.	Not determined
6	The Inspector recommends that CSNSW narrows Interview For Placement (IFP) criteria to reduce the use of these alerts.	Recommendation supported: CSNSW has acknowledged the need for a review of inmates currently identified as requiring protection. Reducing the use of these alerts will be progressed with this review.	December 2016
7	The Inspector recommends that CSNSW conducts a review on the use of Risk Intervention Team (RIT) alerts across the correctional system.	Recommendation supported & being progressed (please see recommendation 6)	31 January 2016
8	The Inspector recommends that CSNSW ensures inmate induction is structured and meaningful and is made available to every inmate upon reception into Darcy Unit at the Metropolitan Remand and Reception Centre.	Recommendation supported and being progressed: Practices for induction and orientation at all centres are being reviewed.	Ongoing
9	The Inspector recommends that CSNSW increases the hours out-of-cell to match the national averages defined in the Productivity Commission Report on Government Services 2015.	Recommendation supported: CSNSW is committed to increasing time out of cells but recognises that significant work practice reform will be required to achieve this. The proposed benchmarking activity coupled with adherence to correctional centre standards will assist. A structural review has commenced focussing initially on three locations, MRRC, Goulburn and MSPC that will include consideration of maximising time out of cells.	Ongoing
12	The Inspector recommends GEO & JH&FMHN ensure that the satellite clinics at Parklea CC are utilised to their full potential.	Recommendation noted: Staff from the Governance & Continuous Improvement Branch monitor and report on the utilisation of the satellite clinics at Parklea CC.	Ongoing
13	The Inspector recommends that CSNSW relocates the mental health functions currently undertaken at the MRRC to elsewhere in the estate to give primacy to the remand function.	Recommendation will be considered in collaboration with Justice Health & Forensic Mental Health Network (Justice Health) should a more appropriate location and accommodation become available. Plans have been developed to consolidate mental health and Drug Court related activities on the Long Bay Complex. Some capital works will need to be finalised before this can occur.	Not determined

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14	The Inspector recommends that CSNSW and JH&FMHN work together to implement processes which allow for the distribution of 'over the counter' medications by nurses when it is required.	Distribution of medications is a matter for Justice Health. Recommendation to be referred to Justice Health.	N/A
15	The Inspector recommends that CSNSW and JH&FMHN ensure that when an inmate is too sick to work, they are issued with a medical certificate as a matter of priority so their wages are not affected.	Recommendation to be referred to Justice Health.	Ongoing
16	The Inspector recommends that JH&FMHN and CSNSW work together to allow the clinics to continue to operate during lunchtime lockdowns in order to maximise the number of inmates who can be treated.	Recommendation supported in principle however is dependent on staffing and security. As mentioned in (9) above, this is being explored as part of a structural review being undertaken at MSPC, MRRC and Goulburn. This will require industrial negotiation.	2-5 years
17	The Inspector recommends that GEO work with JH&FMHN to ensure that inmates are returned to their cell within 60 minutes of arriving back at Parklea Correctional Centre from court.	It is acknowledged that there have been occasions where inmates have been held in the yards for long periods but these are now the exception. The cause for these extended periods is custodial staff shortages due to unscheduled medical escorts occurring after hours (i.e. after 4:00pm). Governance & Continuous Improvement Branch will continue to monitor and report on the time frames for inmates returning to Parklea CC from court.	Ongoing
18	The Inspector recommends that CSNSW reduce the number and extent of lockdowns due to staff shortages.	Recommendation supported: CSNSW has received a significant budget enhancement of \$41.3m for 2014/15 to manage inmate population growth. This has included funding for 419 recruitments and training of correctional officers. Further budget enhancement is expected for the 2015/16 financial year.	Ongoing
19	The Inspector recommends that CSNSW and JH&FMHN work together to develop policies and procedures that improve inmates' access to health services when there are staff shortages and lockdowns.	Recommendation supported: CSNSW is committed to ensuring procedures for essential services such as medical continue to be provided during lockdowns.	Ongoing
20	The Inspector recommends that CSNSW and JH&FMHN work together to develop strategies to reduce the number of medical escorts	Recommendation supported: Strategies to reduce the number of medical escorts are being reviewed and monitored through a permanent agenda item on a regular CSNSW and Justice Health interagency meeting. This is in conjunction with Justice Health medical bookings review. Justice Health is advancing proposals to improve availability of outpatient services at Long Bay and is also committed to increased use of telemedicine.	Ongoing

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21	The Inspector recommends that, during periods out-of-cell, CSNSW and GEO ensure simultaneous access to cells and yards to enable some periods of privacy in-cell.	Recommendation not supported at this time as this may have serious implications for staff and inmate safety and cannot be managed within existing staff provision at all centres.	N/A
22	The Inspector recommends that CSNSW include in their Facility Standards the provision of a standard ratio of one handset to 20 inmates in all accommodation areas.	Recommendation to be considered with the re-tendering of the Offender Telephone System contract.	Not determined
23	The Inspector recommends CSNSW ensure compliance with this Standard as a matter of priority. Where additional phones will be installed in yards, care needs to be taken to ensure the location of these do not compromise the privacy of users.	See recommendation 22 - to be considered as part of new contract	Not determined
24	The Inspector recommends CSNSW ensures that every yard has some shade, and seating is sufficient to provide for 50 per cent of the inmate population.	Improvements have been undertaken recently in a number of centres and will continue incrementally. There are some yards where this will not be feasible for security and other structural reasons.	Ongoing
25	The Inspector recommends that CSNSW and GEO ensure consistent access to ovals for all inmates. If maintenance of ovals is scheduled to occur for protracted periods, compensatory measures should be in place to facilitate exercise for inmates.	Recommendation supported in principle: CSNSW agrees access to ovals is desirable but there can be no statewide standard due to differences in the recreational space available at centres and different classifications of inmates held within centres. The Governance & Continuous Improvement Branch will monitor and report on inmate access to the ovals at Parklea CC.	Ongoing
26	The Inspector recommends where CSNSW and GEO have installed exercise aids and equipment, these should be maintained in good working order or replaced.	Recommendation supported in principle: CSNSW cyclic maintenance program has regard to the condition of gym equipment. Replacement of gym equipment regularly occurs through the minor works program with over \$300,000 spent this year. The GEO Group has appointed a Facilities Manager to oversight the repair and maintenance of exercise aids and equipment at Parklea CC.	Ongoing

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27	The Inspector recommends that CSNSW ensure that centre libraries operate according to standard library practice and the Australian Library and Information Association’s Australian Prison Libraries: Minimum Standard Guidelines, 1990.	Recommendation supported in principle however dependent on location of libraries and funds: The guidelines to be followed are associated with requirements for space, librarian hours, types (and number) of materials and hours of access per inmate. These do not consider the security, association and function of different centres and would require resourcing. CSNSW will liaise with the Australian Library and Information Association to ensure the guidelines remain practical.	Not determined
28	The Inspector recommends that Parklea CC provide alternative space for legal visits outside the secure perimeter.	Recommendation supported in principle: Plans for the improvement and relocation of the legal visits area at Parklea have been finalised following consultation with legal practitioners. The work will be incorporated into a Parklea capital improvement plan that has been funded but is yet to be time-tabled.	Not determined
29	The Inspector recommends that CSNSW review and fully implement the family video conferencing policy. As part of this review process, CSNSW should explore how family video conferencing can be made readily available from visitors’ private computers.	Recommendation supported in principle: The business case for the enhancement of Audio Visual Link in the justice system includes increased provision of video conferencing hardware across correctional centres. This will be staged and will significantly increase the opportunities for family video contact. A pilot is about to commence at Goulburn Correctional Centre for families of medium and minimum security inmates to use iPad technology to maintain contact.	Not determined
30	The Inspector recommends that the CSNSW long-term assets management plan should ensure that the location of future correctional centres matches inmates’ home regions.	Recommendation noted: The location of a new correctional facility is determined not solely on the basis of inmate demographics but also on a range of other social, economic, political and practical factors. However, proposals for new facilities in the CSIS incorporate regional population growth into considerations of appropriate location.	Ongoing
31	The Inspector recommends that CSNSW improves program accessibility to reduce the number of inmates exceeding their Earliest Possible Release Date (EPRD) due to lack of access to programs.	Recommendation supported: Steps taken by CSNSW to increase program delivery include recruiting and training staff and reducing the number of facilitators per group from two to one. This will result in more group sessions per week. Steps are also being undertaken to increase access for program delivery through service agreements with centres.	31 January 2016

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32	The Inspector recommends that CSNSW investigates rates of attrition in the aggression and violence programs offered across the estate.	Recommendation noted: CSNSW undertakes reviews of the rates and causes of attrition for programs. The rate of attrition in NSW is comparable with other programs targeting high risk, violent offenders. CSNSW also undertook a range of initiatives in 2013/2014 to increase completion rates in key intervention programs targeting alcohol and other drugs, violent offending and domestic violence. These included: improving facilitators' skills to reduce program attrition rates; introducing pre-program suitability assessments to determine the readiness of offenders for treatment with offenders assessed as 'not ready' referred to appropriate services for assistance and motivation; implementing the RUSH (Real Understanding of Self-Help) program to target offenders with significant coping problems that contribute to program attrition.	N/A
33	The Inspector recommends that CSNSW develops short-term drop-in and drop-out programs for remandees.	Recommendation supported in principle: CSNSW is developing a version of EQUIPS program to enable assistance to people on remand with substance/alcohol issues. Programs that require people on remand to discuss details of offences for which they have not been convicted cannot be delivered.	31 January 2016
34	The Inspector recommends that the EQUIPS program model makes adequate program provision for inmates with short sentences.	Recommendation supported.	31 January 2016
35	The Inspector recommends CSNSW ensure that contact hours of OS&P in custodial settings are not compromised by accessibility of OS&P staff or operational routine.	Recommendation supported: Staffing and access to inmates to increase program delivery is being progressed as per recommendation 31.	Ongoing
36	The Inspector recommends that CSNSW increase program participation of inmates in drug and alcohol, aggression, and violence programs to address the unmet need.	Recommendation supported (see 31 and 35)	31 January 2016
37	The Inspector recommends that CSNSW prioritise custodial staffing for Offender Services and Programs areas to ensure that Offender Services and Programs staff can consult with inmates in their area rather than in the accommodation units.	A review of the correctional centre operating and staffing model is being conducted, an outcome of which will be a service level agreement between Offender Management and Programs and Custodial Corrections.	Not determined
38	The Inspector recommends that CSNSW implement a receipt procedure for inmate requests and referrals.	Recommendation noted: Current procedures to acknowledge receipt of a request will be reviewed.	Not determined

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39	The Inspector recommends that CSNSW measures the unmet demand for education and puts in place strategies to increase education participation rates of eligible inmates.	Recommendation supported: A review of education is being undertaken. CSNSW has identified the learning needs of people on long term remand and sentenced inmates that also give recognition to the risk of re-offending. Into the future CSNSW is realigning staff to meet these needs. Consideration is also being given to education service delivery models in other jurisdictions, associated benchmarks/targets, and the potential risks/benefits in having greater partnerships with external training/education providers.	30 June 2016
40	The Inspector recommends that CSNSW places a high priority on facilitating continued access of inmates to apprenticeships and traineeships.	Recommendation supported: The review of the inmate education service delivery model will ensure appropriate emphasis on vocational training is retained.	30 June 2016
41	The Inspector recommends that CSNSW ensures that the cells in all new facilities are constructed with conduits for in-cell technology.	Recommendation supported: This has been considered in the scoping of the Offender Access to Computers project. Corrective Services is updating facility standards so that the majority of cells in all new correctional facilities will have the capability to provide in-cell learning/technology.	Not determined
42	The Inspector recommends that Corrective Services Industries increases work opportunities to recover those lost over the past three years.	Recommendation supported: CSNSW is committed to enabling appropriate opportunities for inmates to engage in work. CSNSW data for the period January-March 2015 shows the number of inmates employed increased from 4774 to 4935. CSI is committed to a target of 85 per cent of eligible inmates engaged in employment, and to do this will continue its efforts in maintaining and developing new partnerships with external partners.	Ongoing
43	The Inspector recommends that CSNSW simplifies the custodial officer staff structure to promote clarity of roles, responsibilities, and accountabilities.	Recommendation supported: CSNSW is working on this as part of the process for implementing workplace reform, and with a view to establishing a single award.	Not determined

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44	The Inspector recommends that CSNSW set a maintenance budget of 2.5 per cent of building asset replacement costs.	Recommendation noted: CSNSW currently manages its maintenance program within a finite operating budget. Given the efficiency expectations for the NSW correctional system, any increase to CSNSW's maintenance budget would need to be provided either as an offset to agency mandated savings requirements or through additional funding. The minor capital works allocation for major maintenance activity is determined by Treasury and is distributed across the Department of Justice. CSNSW has no capacity to increase this allocation.	N/A
45	The Inspector recommends that CSNSW updates evacuation plans for centres where the inmate population exceeds design capacity of that centre.	Recommendation supported: Evacuation plans for centres are constantly being reviewed and updated, most recent being 2014.	Ongoing
46	The Inspector recommends that CSNSW introduces a measure to define a decent accommodation capacity limit.	Recommendation noted: CSNSW regularly monitors inmate numbers and action is taken to increase accommodation capacity as required. Work is being undertaken to review the literature on cell spatial density with a view to ensuring that accommodation specifications in the <i>Public Health Regulation 2012</i> are supported by evidence.	Ongoing
47	In the interim, the Inspector recommends that when the number of inmates exceeds 95 per cent of the current operating capacity, this should be reported to NSW Parliament.	Recommendation noted: The Minister is informed of fluctuations in inmate numbers. It is a matter for the Minister's office to determine when that information should be reported to the NSW Parliament.	N/A