



Inspector of  
Custodial Services

# Inspector of Custodial Services

Annual Report 2021-22



## Inspector of Custodial Services

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(October 2022)

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# 1. Overview

## 1.1 Administration

### 1.1.1 Premises

The office of the Inspector of Custodial Services (ICS) is located on Level 3, 50 Phillip Street, Sydney.

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**Telephone:** 0427 739 287

**Email:** [custodialinspector@justice.nsw.gov.au](mailto:custodialinspector@justice.nsw.gov.au)

### 1.1.2 Staff

The permanent staffing establishment during the 2021-22 financial year was four Principal Inspection and Research Officers, two Senior Inspection and Research Officers, one Official Visitor Coordinator, one Aboriginal Inspection and Liaison Officer, one Inspection and Research Officer, one Executive Support Officer and two Research Assistants.

In addition to the permanent establishment, there was one temporary Senior Inspection and Research Officer and one Graduate position.

### 1.1.3 Budget

The ICS is an independent statutory office. The budget for the 2021-22 financial year was \$2,860,820. The actual costs for the 2021-22 financial year were \$2,276,763.

### 1.1.4 Additional resources

Expert consultants have been engaged to enhance the capacity of the office to examine specialised areas.

The ICS hosted three interns through the University of New South Wales Faculty of Law. The ICS plans to continue to provide this opportunity to students in the next financial year.

## 1.2 Functions and powers

The purpose of the ICS is to provide independent scrutiny of the conditions, treatment and outcomes for adults and young people in custody and to promote excellence in staff professional practice.

The Inspector is independent of Corrective Services NSW (CSNSW) and Youth Justice NSW (YJNSW) and reports directly to NSW Parliament.

Under the provisions of the *Inspector of Custodial Services Act 2012*, the Inspector is required to inspect each adult custodial centre once every five years and every youth justice centre once every three years.

Included within the jurisdiction of the ICS during the 2021-22 financial year were 36 correctional centres, two transitional centres, two residential facilities and one community offender support program, eleven 24-hour court cell complexes and 38 court cell locations that are managed by CSNSW, 169 inmate transport escort vehicles,<sup>1</sup> six youth justice centres and 25 detainee transport vehicles.

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<sup>1</sup> Number does not include vehicles for privately operated correctional centres June Correctional Centre, Parklea Correctional Centre and Clarence Correctional Centre.

The Inspector does not respond to individual complaints, and where appropriate, may refer complaints received to Official Visitors or other relevant agencies and/or oversight bodies for resolution.

### 1.2.1 Functions of the Inspector

The functions of the Inspector are set out in section 6 of the *Inspector of Custodial Services Act 2012*.

#### **6 Principal functions of the Inspector**

- 1) The principal functions of the Inspector are as follows:
  - a) to inspect each custodial centre (other than juvenile justice centres and juvenile correctional centres) at least once every 5 years,
  - b) to inspect each juvenile justice centre and juvenile correctional centre at least once every 3 years,
  - c) to examine and review any custodial service at any time,
  - d) to report to Parliament on each such inspection, examination or review,
  - e) to report to Parliament on any particular issue or general matter relating to the functions of the Inspector if, in the Inspector's opinion, it is in the interest of any person or in the public interest to do so,
  - f) to report to Parliament on any particular issue or general matter relating to the functions of the inspector if requested to do so by the Minister,
  - g) to include in any report such advice or recommendations as the Inspector thinks appropriate (including advice or recommendations relating to the efficiency, economy and proper administration of custodial centres and custodial services),
  - h) to oversee Official Visitor programs conducted under the *Crimes (Administration of Sentences) Act 1999* and the *Children (Detention Centres) Act 1987*,
  - i) to advise, train and assist Official Visitors in the exercise of the functions conferred or imposed on them under those Acts,
  - j) such other functions as may be conferred or imposed on the Inspector under this or any other Act.
- 2) The functions of the Inspector may be exercised on the Inspector's own initiative, at the request of the Minister or in response to a reference by the Joint Committee or any public authority or public official.

### 1.2.2 Powers of the Inspector

The powers of the Inspector are set out in sections 7 and 8 of the *Inspector of Custodial Services Act 2012*.

## **7 Powers of the Inspector**

The Inspector in the exercise of the Inspector's functions:

- a) is entitled to full access to the records of any custodial centre (including health records) and may make copies of, or take extracts from, those records and may remove and retain those copies or extracts, and
- b) may visit and examine any custodial centre at any time the Inspector thinks fit, and
- c) may require custodial centre staff members to supply information or produce documents or other things relating to any matter, or any class or kind of matters, concerning a custodial centre's operations, and
- d) may require custodial centre staff members to attend before the Inspector to answer questions or produce documents or other things relating to a custodial centre's operations, and
- e) may refer matters relating to a custodial centre to other appropriate agencies for consideration or action, and
- f) is entitled to be given access to persons in custody, detained or residing at any custodial centre for the purpose of communicating with them.

## **8 Incidental powers**

The Inspector has power to do all things necessary to be done for or in connection with, or reasonably incidental to, the exercise of the Inspector's functions. Any specific powers conferred on the Inspector by this Act are not taken to limit by implication the generality of this section.

### **1.3 Activities**

The activities of the ICS relate to the inspection of custodial centres and services. In addition to inspections, the ICS also conducts liaison visits to custodial centres to inform inspection work, monitor the custodial environment and implementation of recommendations and meet with Official Visitors. These liaison visits are an essential part of building strong, effective and productive relationships with key stakeholders.

ICS staff attend relevant meetings, forums and conferences to stay abreast of current and best practice in adult corrections and youth justice, identify key issues and concerns, and liaise with experts and other stakeholders.

#### **1.3.1 Inspections**

The ICS completed individual custodial centre inspections and theme-based inspections during the 2021-22 period. A theme-based inspection allows multiple custodial centres or services to be included in one inspection.

In the 2021-22 reporting period the ICS undertook or tabled reports relating to the following inspections:

#### ***Lithgow Correctional Centre***

Lithgow Correctional Centre is located approximately 152 kilometres west of Sydney and was inspected in February 2021. It accommodates up to 460 maximum-security male inmates. The inspection of Lithgow Correctional Centre focused on: the safety and security conditions of the facility; the treatment, care and

wellbeing of inmates; rehabilitation of inmates through programs, education and preparation for release; and inmate employment and staffing and management of the centre.

The Lithgow Correctional Centre report has 18 recommendations and was tabled and published in May 2022.

**Outdoor area inside accommodation unit at Lithgow Correctional Centre**



### ***Emu Plains Correctional Centre***

Emu Plains Correctional Centre was inspected in April 2021. Emu Plains Correctional Centre is a women's minimum-security correctional centre located in Greater Western Sydney. At the time of the inspection 34 female inmates were held at Emu Plains Correctional Centre.

The focus of Emu Plains Correctional Centre is to improve post-release outcomes for Aboriginal women and to accommodate the Mothers and Children's Program. The inspection considered these initiatives as well as: safety and security conditions; the treatment, care and wellbeing of inmates; rehabilitation of inmates through programs, education and preparation for release; inmate employment; and staffing and management of the centre.

The Emu Plains Correctional Centre inspection report was tabled in parliament in May 2022 and has 18 recommendations to improve the conditions and treatment of women at the centre; and provide greater access and information pertaining to the Mothers and Children's Program.

### Mothers and Children Program at Emu Plains Correctional Centre



### ***Inmate Transport in NSW***

CSNSW is responsible for the transfer and transport of inmates between correctional centres, court houses, 24-hour court cell complexes, medical facilities, and other approved locations. The inspection of inmate transport in New South Wales was announced in October 2019 prior to the onset of the COVID-19 pandemic.

The aim of the inspection was to determine the primary reasons for inmate movement; the types of transport vehicles utilised; the condition and maintenance of transport vehicles; and whether inmates were provided with sufficient amenities during transport including access to food, water, and comfort stops.

The *Inspection of Inmate Transport in NSW* report has 14 recommendations and was tabled in parliament in June 2022.

**Inmate transport vehicle**



***Goulburn Correctional Centre and the High Risk Management Correctional Centre***

Goulburn Correctional Centre and the High Risk Management Correctional Centre (HRMCC) are located on the same complex in Goulburn, approximately 195 kilometres south-west of Sydney. At the time of the inspection in March 2021, Goulburn Correctional Centre held up to 400 male maximum-security and 120 male minimum-security inmates and the HRMCC held up to 75 inmates. This inspection was primarily focused on the treatment and conditions of inmates in custody as well as the professional practices of staff. The inspection report of Goulburn Correctional Centre and the HRMCC contained 36 recommendations and was tabled in parliament in June 2022.

### Health centre treatment room at the HRMCC



### ***Parklea Correctional Centre***

The inspection of Parklea Correctional Centre was completed in the 2020-21 reporting period. Parklea Correctional Centre incorporates a large maximum-security facility which accommodates men detained on remand as well as sentenced inmates. It also has a separate smaller section for minimum-security (sentenced) inmates. It is located in the Western Sydney suburb of Parklea, in proximity to Sydney and metropolitan courts. The joint venture MTC-Broadspectrum commenced management of operations at Parklea Correctional Centre on behalf of CSNSW on 1 April 2019. Health services are provided by St Vincent's Correctional Health.

The inspection was postponed due to the onset of the COVID-19 pandemic. The inspection looked closely at the role played by Parklea Correctional Centre as a critical remand and reception centre for adult male inmates in NSW.

The *Inspection of Parklea Correctional Centre* report contains 40 recommendations and was tabled in parliament in June 2022.

#### **Minimum security cell at Parklea CC**



#### ***Metropolitan Remand and Reception Centre***

An inspection of the Metropolitan Remand and Reception Centre was conducted in March 2022. The Metropolitan Remand and Reception Centre is a maximum-security correctional centre which accommodates men, located on the Silverwater Correctional Complex. The inspection focused on custodial conditions including safety and security; and the treatment, care and wellbeing of inmates.

#### ***St Heliers Correctional Centre***

St Heliers Correctional Centre is a minimum-security facility located in the Upper Hunter Region of NSW. It has a capacity to hold up to 286 male inmates. The inspection occurred in December 2021 and focused on custodial conditions including safety and security; the treatment, care and wellbeing of inmates; and programs, education and preparation for release.

#### ***Tamworth Correctional Centre***

The Tamworth Correctional Centre was inspected in November 2021. It is located within the Northern Tablelands region of NSW and can accommodate up to 89 male inmates (64 beds for male inmates on remand and 25 beds for minimum-security inmates). The inspection primarily focused on custodial conditions, including safety and security; the treatment, care and wellbeing of inmates; the rehabilitation of inmates including programs, education and preparation for release.

#### ***Broken Hill Correctional Centre***

Broken Hill Correctional Centre accommodates both male and female inmates and has a maximum capacity of 89 inmates. The inspection occurred in February 2022 and considered custodial conditions, including safety and security; the treatment, care and wellbeing of inmates; and the rehabilitation of inmates including programs, education and preparation for release.

### ***Silverwater Women's Correctional Centre***

The inspection of Silverwater Women's Correctional Centre occurred in May 2022. Silverwater Women's Correctional Centre is a maximum-security facility which accommodates up to 325 sentenced and unsentenced women. It is the primary remand and reception centre for women in Greater Sydney. The inspection focused primarily on custodial conditions, including safety and security; and the treatment, care and wellbeing of women.

### ***Dillwynia Correctional Centre***

Dillwynia Correctional Centre is a maximum-security facility accommodating up to 531 sentenced and unsentenced women, located in Windsor. It was inspected in June 2022. The inspection focused on custodial conditions, such as safety and security; the treatment and wellbeing of women; the rehabilitation of women in custody, including programs, education, employment and preparation for release.

### ***Review of COVID-19 response***

The review of the response to COVID-19 is considering the legislation and policy informing the response to COVID-19 in NSW correctional centres; governance structures within key agencies; actions taken to minimise the risk of COVID-19 entering a custodial centre and reduce the transmission of COVID-19 to staff, inmates and detainees in custodial centres and services; the management of COVID-19 illness in custody; the continuity of services for young people and adults in custody during the pandemic; and how agencies have managed the safe release of people from custody.

### ***24-Hour Court Cell Complexes – Amber Laurel Correctional Centre and Kariong Correctional Centre***

The inspections of 24-hour court cell complexes occurred in June and July 2022. The Amber Laurel Correctional Centre and Kariong Correctional Centre were also inspected as they operate similarly to 24-hour court cell complexes. These facilities are operated by CSNSW.

### ***Inspection of Six Youth Justice Centres***

The inspections of the six Youth Justice Centres in NSW took place between March and October 2022. The six Youth Justice Centres in NSW are Frank Baxter Youth Justice Centre, Acmena Youth Justice Centre, Cobham Youth Justice Centre, Orana Youth Justice Centre, Reiby Youth Justice Centre and Riverina Youth Justice Centre.

A full list of inspections undertaken during 2021-22 is as follows:

<b>Inspections 2021-22</b>	
<b>Centre</b>	<b>Date</b>
Tamworth Correctional Centre	November 2021
St Heliers Correctional Centre	December 2021
Broken Hill Correctional Centre	February 2022
Metropolitan Remand and Reception Centre	March 2022
Frank Baxter Youth Justice Centre	March 2022
Acmena Youth Justice Centre	April 2022
Silverwater Women's Correctional Centre	May 2022
Cobham Youth Justice Centre	May 2022
Dillwynia Correctional Centre	June 2022
Surry Hills Court Cell Complex	June 2022
Amber Laurel Correctional Centre	June 2022
Wagga Wagga Court Cell Complex	June 2022
Albury Court Cell Complex	June 2022
Queanbeyan Court Cell Complex	June 2022
Batemans Bay Court Cell Complex	June 2022
Wollongong Court Cell Complex	June 2022

### 1.3.2 Liaison visits

Liaison visits inform inspection work and assist in monitoring the custodial environment and implementation of recommendations. They also provide the opportunity to meet with Official Visitors and support the induction and training of Official Visitors.

Effective inspection requires mutual respect and understanding between those inspecting custodial centres and custodial centre staff. It is important for custodial centre staff to understand the purpose of independent custodial inspection and for inspection staff to have a detailed understanding of the custodial system and each centre within it. The ICS has a schedule of regular visitation, however, this has been impacted by COVID-19 in 2021-22.

A full list of liaison visits undertaken during 2021-22 is as follows:

<b>Liaison visits 2021-22</b>	
<b>Centre</b>	<b>Date</b>
Reiby Youth Justice Centre	July 2021
Geoffrey Pearce Correctional Centre	July 2021
Moree Court Cell Complex	September 2021
Acmena Youth Justice Centre	November 2021
Silverwater Women's Correctional Centre	November 2021
Reiby Youth Justice Centre	November 2021
Broken Hill Correctional Centre	December 2021
Surry Hills Court Cell Complex	February 2022
Kariong Correctional Centre	February 2022
Junee Correctional Centre	February 2022
Cobham Youth Justice Centre	March 2022
Frank Baxter Youth Justice Centre	March 2022
Dillwynia Correctional Centre	March 2022
Geoffrey Pearce Correctional Centre	April 2022
Parklea Correctional Centre	April 2022
Metropolitan Special Programs Centre	April 2022
Bathurst Correctional Centre	April 2022
Dillwynia Correctional Centre	May 2022
Parklea Correctional Centre	May 2022
Metropolitan Special Programs Centre	May 2022
Metropolitan Special Programs Centre	June 2022
Surry Hills Court Cell Complex	June 2022
Frank Baxter Youth Justice Centre	June 2022
Frank Baxter Youth Justice Centre	June 2022

## 1.4 Official Visitor Program

### 1.4.1 Overview

The ICS administers the Official Visitor Program. Official Visitors are independent community representatives who visit custodial centres to examine the conditions of the centre, and to take enquiries and complaints from inmates and young people. They work with inmates, young people and staff to try and resolve any issues at a local level.

Official Visitors are appointed for up to four years by the Minister for Corrections and the Minister for Families, Communities and Disability Services. Official Visitor appointments are established in NSW legislation: the *Crimes (Administration of Sentences) Act 1999* for the adult correctional system and the *Children (Detention Centres) Act 1987* for the youth justice system.

### 1.4.2 COVID-19

The Official Visitor Program continued to operate in the 2021-22 reporting period during the COVID-19 pandemic, although a number of necessary adjustments were made to ensure the safety of Official Visitors, staff and people in custody.

#### **Reduced physical visits to centres**

Under legislation an Official Visitor must be appointed to each correctional centre, and unless prevented by illness or other sufficient cause, must visit their allocated centre at least once each month.<sup>2</sup> Prior to March 2020 many Official Visitors visited their allocated adult or youth custodial centre once a fortnight. In response to the COVID-19 pandemic physical visits to custodial centres were reduced to once a month.

Throughout the COVID-19 pandemic Official Visitors attending custodial centres have been required to practise strict physical distancing precautions and focus on examining the general functioning and physical appearance of a centre, with particular attention given to places of quarantine, medical isolation, confinement, separation and segregation. The frequency of visits was continuously reviewed and visits to custodial centres were increased during periods of low or no community transmissions.

#### **Official Visitor phone line and mail service**

The Official Visitor Program was accessed directly and confidentially during periods of reduced Official Visitor physical visits via the free call phone in adult and youth custodial centres. Inmates and young people were also able to contact the Official Visitor Program confidentially during the 2021-22 reporting period by writing to a dedicated mail address.

### 1.4.3 Official Visitor appointments

During the 2021-22 reporting period Official Visitors visited 50 adult custodial facilities (36 correctional centres, eleven 24-hour court cell complexes, two transitional centres and one residential facility) and six youth justice centres located throughout NSW.

Across adult and youth facilities there were 94 Official Visitor appointments (82 for adult correctional centres and 12 for youth justice centres) in the 2021-22 reporting period. This included two Aboriginal State-wide Official Visitors and 22 new Official Visitors recruited during 2021-22. Eleven new Official Visitors are

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<sup>2</sup> *Crimes (Administration of Sentences) Act 1999* s 228(5)(a).

Aboriginal people. Some Official Visitors were appointed to visit more than one facility and some facilities had more than one Official Visitor appointed.

During the 2021-22 reporting period, 27 Official Visitor appointments were held by Aboriginal people. Other cultural backgrounds of Official Visitors include Pacific Islander, Middle Eastern, Chinese from Hong Kong, Vietnamese, Punjabi, Cambodian, Macedonian, German and Canadian. During this reporting period, 50% of Official Visitor appointments were held by women.

The number of Official Visitor appointments for each custodial centre during the 2021-22 reporting period were as follows:

<b>OFFICIAL VISITOR APPOINTMENTS</b>		
<b>Custodial centre</b>	<b>Total number of OV Appointments</b>	<b>Number of Aboriginal OVs Appointed</b>
Aboriginal State-wide*	2	2
<b>Correctional Centres</b>		
Amber Laurel Correctional Centre	1	1
Bathurst Correctional Centre	3	1
Broken Hill Correctional Centre	1	0
Cessnock Correctional Centre	2	2
Clarence Correctional Centre	4	1
Compulsory Drug Treatment Correctional Centre	1	0
Cooma Correctional Centre	1	0
Dawn de Loas Correctional Centre	1	0
Dillwynia Correctional Centre	2	0
Emu Plains Correctional Centre	1	0
Geoffrey Pearce Correctional Centre	1	1
Glen Innes Correctional Centre	1	0
Goulburn Correctional Centre	2	1
High Risk Management Correctional Centre	1	0
Hunter Correctional Centre	1	0
John Morony Correctional Centre	2	1
Junee Correctional Centre	3	1
Kariong Correctional Centre	1	0
Kirkconnell Correctional Centre	1	0
Lithgow Correctional Centre**	2	0
Long Bay Hospital	2	0
Macquarie Correctional Centre	1	0
Mannus Correctional Centre	1	0
Mary Wade Correctional Centre	1	0

Metropolitan Remand and Reception Centre	4	0
Metropolitan Special Programs Centre	4	0
Mid North Coast Correctional Centre	3	0
Oberon Correctional Centre	1	0
Parklea Correctional Centre	4	0
Shortland Correctional Centre	2	0
Silverwater Women's Correctional Centre	1	0
South Coast Correctional Centre	4	1
Special Purpose Centre	1	0
St Heliers Correctional Centre	1	1
Tamworth Correctional Centre***	1	1
Wellington Correctional Centre****	3	2
<b>Transitional Centres</b>		
Bolwara Transitional Centre	1	1
Parramatta Transitional Centre	1	0
<b>Residential Centres</b>		
Balund-a (Tabulam) Program	1	1
<b>24-hour Court Cell Complexes</b>		
Albury Court Cell Complex	1	0
Batemans Bay Court Cell Complex	1	0
Dubbo Court Cell Complex	1	1
Lismore Court Cell Complex	1	1
Moree Court Cell Complex	1	0
Newcastle Court Cell Complex	1	0
Port Macquarie Court Cell Complex	1	0
Queanbeyan Court Cell Complex	1	0
Surry Hills Court Cell Complex	1	0
Wagga Wagga Court Cell Complex	1	0
Wollongong Court Cell Complex	1	0
<b>TOTAL</b>	<b>82</b>	<b>20</b>

\* As of 31 March 2022, there was one Aboriginal State-wide Official Visitor.

\*\* Lithgow Correctional Centre has one Official Visitor since 1 April 2022.

\*\*\* One appointment is shared by two Official Visitors, one Official Visitor identifies as Aboriginal.

\*\*\*\* Wellington Correctional Centre closed temporarily in 2020-21. Operation of the centre resumed in March 2022.

Youth Justice Centre	Number of OV Appointments	Number of Aboriginal OV Appointments
Acmena Youth Justice Centre	2	1
Cobham Youth Justice Centre	2	1
Frank Baxter Youth Justice Centre	2	2
Orana Youth Justice Centre	2	1
Reiby Youth Justice Centre	2	1
Riverina Youth Justice Centre	2	1
<b>Total</b>	<b>12</b>	<b>7</b>

#### 1.4.4 Enquiries and complaints data

##### **Corrective Services**

Official Visitors attending adult custodial centres submit reports every six months to the Minister for Corrections, the Commissioner of CSNSW and the Inspector.

In the 12 months ending 30 June 2022 the Official Visitors reported receiving a total of 4,795 enquiries and 4,550 complaints in person. The vast majority of complaints raised with Official Visitors were resolved at the centre level. Only a small number of matters were referred to the Commissioner for action.

The enquiries and complaints data collected by Official Visitors for the 2021-22 reporting period is as follows:

Enquiries received by Corrective Services Official Visitors from 1 July 2021 to 30 June 2022				
Category	Enquiries received from 1JUL21 to 31DEC21	Enquiries received from 1JAN22 to 30JUN22	Total	% of total enquiries
Medical issues	284	363	647	13.49%
Discussion	133	151	284	5.92%
Activities	103	154	257	5.36%
Property	91	146	237	4.94%
Correctional centre routine	129	108	237	4.94%
Phone	74	159	233	4.86%
Visits	111	86	197	4.11%
Buy-ups	81	94	175	3.65%
Facilities	77	95	172	3.59%
Classification	78	88	166	3.46%
Court matters	63	97	160	3.34%
Offender Services & Programs	50	108	158	3.30%
Education	62	92	154	3.21%

Food	34	101	135	2.82%
Parole/Release	55	74	129	2.69%
Mail	57	64	121	2.52%
Employment	63	53	116	2.42%
Programs	56	52	108	2.25%
Access to custodial staff	40	67	107	2.23%
Money	36	67	103	2.15%
Tablet computers	0	75	75	1.56%
Application	38	36	74	1.54%
Placement	40	32	72	1.50%
Outside authorities	30	39	69	1.44%
Official Visitor	36	29	65	1.36%
Day/Weekend/Work release	29	33	62	1.29%
Unfair treatment	28	28	56	1.17%
Video link	34	14	48	1.00%
Remaining categories*	129	249	378	7.88%
<b>TOTAL</b>	<b>2,041</b>	<b>2,754</b>	<b>4,795</b>	<b>100.00%**</b>

\* Remaining categories are those that make up <1% of the total number of enquiries. These include alerts, assaults against inmates, corrupt conduct, failure to ensure physical safety, FOI (now Information Access & Privacy), interstate/international matters, laundry, non-English speaking services, offences in custody, policy, segregation and protection, Serious Offenders Review Council, transport, WH&S, other and staff related.

\*\* Total is 99.99%, rounded to 100%

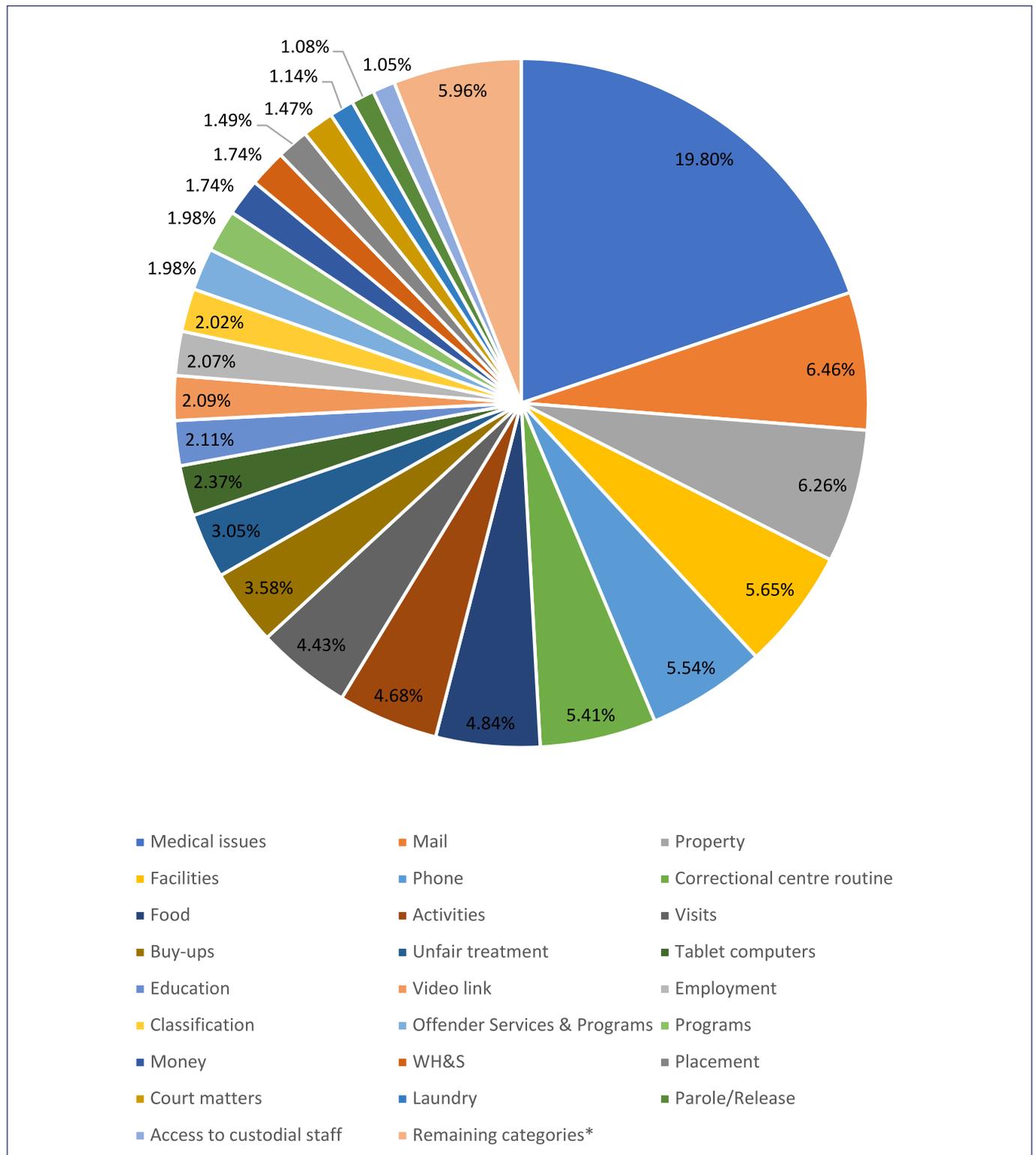
<b>Complaints received by Corrective Services Official Visitors from 1 July 2021 to 30 June 2022</b>				
<b>Category</b>	<b>Complaints received from 1JUL21 to 31DEC21</b>	<b>Complaints received from 1JAN22 to 30JUN22</b>	<b>Total</b>	<b>% of total complaints</b>
Medical issues	397	504	901	19.80%
Mail	118	176	294	6.46%
Property	113	172	285	6.26%
Facilities	86	171	257	5.65%
Phone	100	152	252	5.54%
Correctional centre routine	99	147	246	5.41%
Food	66	154	220	4.84%
Activities	92	121	213	4.68%
Visits	71	131	202	4.43%
Buy-ups	69	94	163	3.58%

Unfair treatment	62	77	139	3.05%
Tablet computers	0	108	108	2.37%
Education	51	45	96	2.11%
Video link	23	72	95	2.09%
Employment	45	49	94	2.07%
Classification	44	48	92	2.02%
Offender Services & Programs	40	50	90	1.98%
Programs	48	42	90	1.98%
Money	37	42	79	1.74%
WH&S	27	52	79	1.74%
Placement	24	44	68	1.49%
Court matters	31	36	67	1.47%
Laundry	6	46	52	1.14%
Parole/Release	21	28	49	1.08%
Access to custodial staff	20	28	48	1.05%
Remaining categories*	122	149	271	5.96%
<b>TOTAL</b>	<b>1,812</b>	<b>2,738</b>	<b>4,550</b>	<b>100.00%**</b>

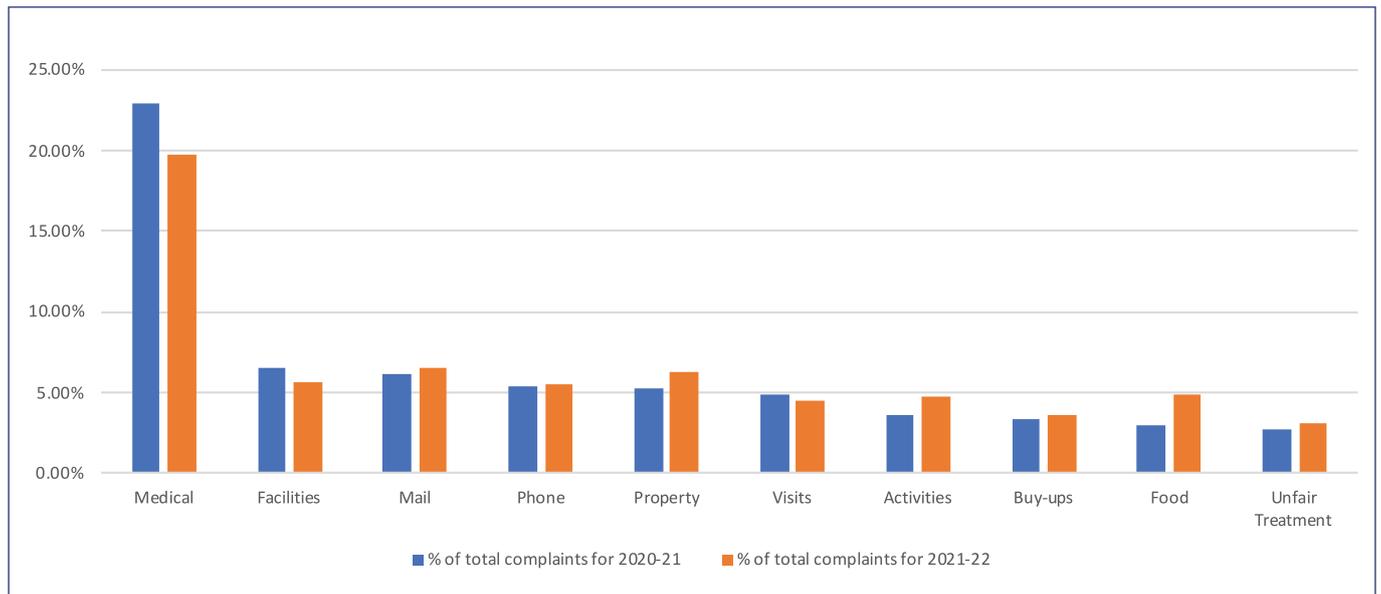
\* Remaining categories are those that make up <1% of the total number of complaints. These include outside authorities, segregation and protection, policy, day/weekend/work release, assaults against inmates, transport, offences in custody, non-English speaking services, failure to ensure physical safety, corrupt conduct and Serious Offenders Review Council.

\*\* Total is 99.99%, rounded to 100%.

## Most common complaint categories in CSNSW 2021-22



## Corrective Services Official Visitor complaints 2021-22 compared to 2020-21



During the 2021-22 reporting period there was an increase in the total percentage of complaints regarding mail, phone, property, activities, buy-ups, food and unfair treatment. The total percentage of complaints relating to medical issues, facilities, phone use and visits has decreased. The CSNSW comparative complaints data for the 2020-21 and 2021-22 reporting periods are as follows:

Corrective Services complaint numbers per 100 inmates comparison of 2020-21 and 2021-22			
Financial year	Inmate population	Total complaints	Complaints per 100 inmates
2020-21	13,066 <sup>3</sup>	6,971	53.35
2021-22	12,336 <sup>4</sup>	4,550	36.88
<b>Difference</b>	<b>730</b>	<b>2,421</b>	<b>16.47</b>

### Youth Justice

Official Visitors attending youth justice facilities submit reports every six months to the Minister for Families, Communities and Disability Services, the Executive Director YJNSW and the Inspector.

In the 12 months ending 30 June 2022, Youth Justice Official Visitors reported receiving a total of 355 enquiries and 365 complaints in person. The vast majority of complaints raised with Official Visitors were resolved at the centre level. Only a small number of matters were referred to the Executive Director YJNSW for action.

3 NSW Bureau of Crime Statistics and Research, *Custody Statistics Quarterly Update* (June 2021). Note that the 2020-21 reporting period was impacted by a reduction in visits from March 2020 due to COVID-19.

4 NSW Bureau of Crime Statistics and Research, *Custody Statistics Quarterly Update* (June 2022). Note that the 2021-22 reporting period was impacted by a reduction in visits from June 2021 due to COVID-19.

The enquiries and complaints data collected by Official Visitors for the 2021-22 reporting period is as follows:

<b>Enquiries received by Youth Justice Official Visitors from 1 July 2021 to 30 June 2022</b>				
<b>Category</b>	<b>Enquiries received from 1JUL21 to 31DEC21</b>	<b>Enquiries received from 1JAN22 to 30JUN22</b>	<b>Total</b>	<b>% of total enquiries</b>
Food and diet	30	35	65	18.31%
Phone	12	11	23	6.48%
Clothing	10	9	19	5.35%
Sport and recreation	11	8	19	5.35%
Television	6	12	18	5.07%
Education	7	10	17	4.79%
Daily routine	9	7	16	4.51%
Classification	7	8	15	4.23%
Medical and dental	7	6	13	3.66%
Access to information	11	1	12	3.38%
Placement and transfers	5	6	11	3.10%
Facilities	9	2	11	3.10%
Confinement	8	3	11	3.10%
Points allocation	6	4	10	2.82%
Visits	9	0	9	2.54%
Detainee Risk Management Plan (DRMP)	7	2	9	2.54%
Incentives	8	0	8	2.25%
Officer misconduct	5	3	8	2.25%
Segregation	4	2	6	1.69%
Unfair treatment/discipline	4	0	4	1.13%
Legal information/lawyers	2	2	4	1.13%
Religious matters	3	1	4	1.13%
Other *	13	16	29	8.17%
Remaining categories**	5	9	14	3.94%
<b>TOTAL</b>	<b>198</b>	<b>157</b>	<b>355</b>	<b>100.00%***</b>

\* Some of the enquiries and complaints categorised as other include (but not limited to) personal hygiene, activities, programs, and property.

\*\* Remaining categories make up <1% of the total number of enquiries. These include case management, mail, safety and security, searches, separation, use of force/restraints, work and staff related

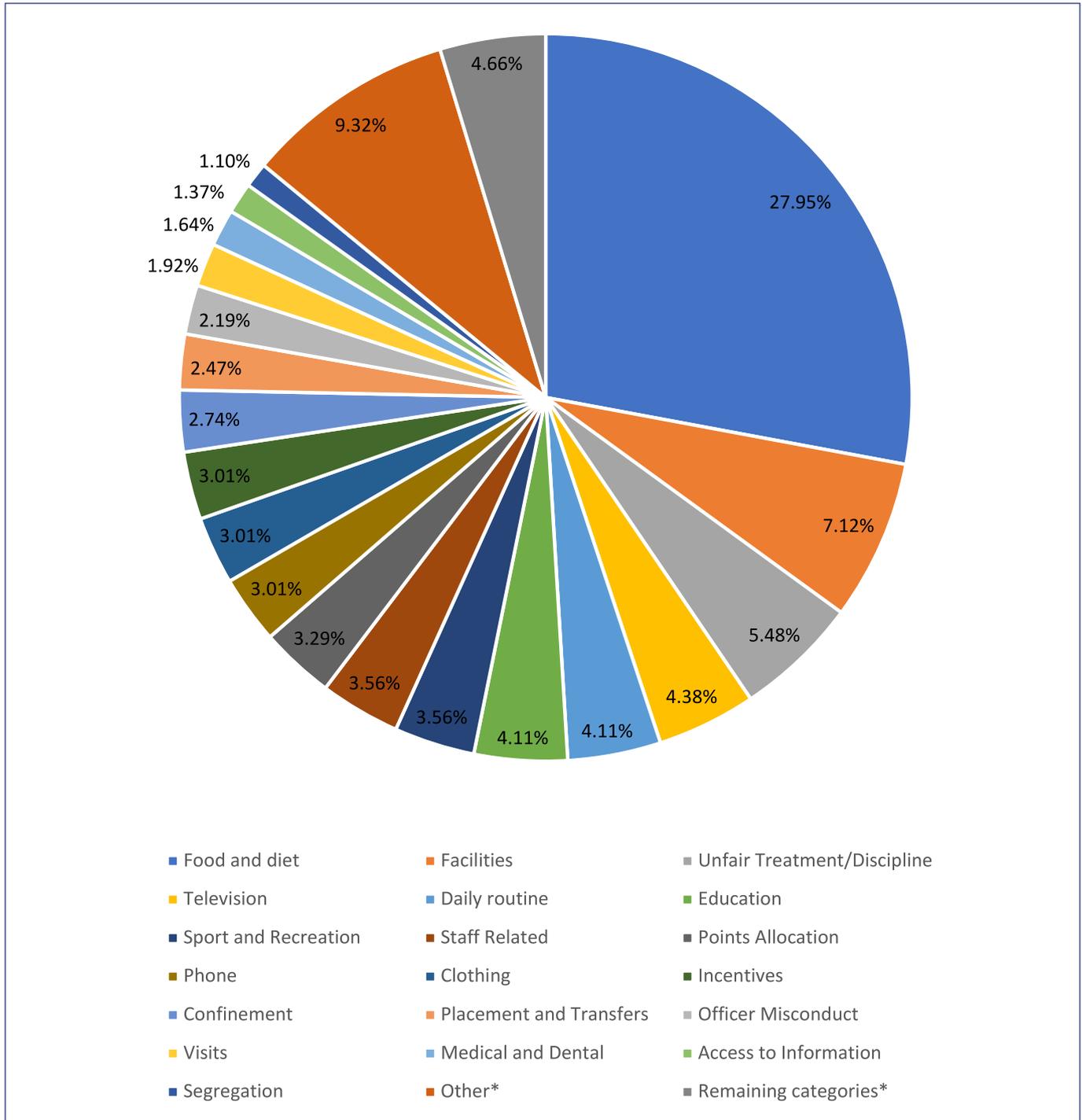
\*\*\* Total is 100.02%, rounded to 100%.

<b>Complaints received by Youth Justice Official Visitors from 1 July 2021 to 30 June 2022</b>				
<b>Category</b>	<b>Complaints received from 1JUL21 to 31DEC21</b>	<b>Complaints received from 1JAN22 to 30JUN22</b>	<b>Total</b>	<b>% of total complaints</b>
Food and diet	43	59	102	27.95%
Facilities	12	14	26	7.12%
Unfair treatment/discipline	12	8	20	5.48%
Television	6	10	16	4.38%
Daily routine	7	8	15	4.11%
Education	9	6	15	4.11%
Sport and recreation	10	3	13	3.56%
Staff-related	9	4	12	3.56%
Points allocation	8	4	12	3.29%
Phone	8	3	11	3.01%
Clothing	8	3	11	3.01%
Incentives	10	1	11	3.01%
Confinement	8	2	10	2.74%
Placement and transfers	9	0	9	2.47%
Officer misconduct	6	2	8	2.19%
Visits	4	3	7	1.92%
Medical and dental	2	4	6	1.64%
Access to information	5	0	5	1.37%
Segregation	4	0	4	1.10%
Other*	8	26	34	9.32%
Remaining categories**	15	2	17	4.66%
<b>TOTAL</b>	<b>203</b>	<b>162</b>	<b>365</b>	<b>100.00%</b>

\* Some of the enquiries and complaints categorised as other include (but not limited to) personal hygiene, activities, programs, and property.

\*\* Remaining categories include case management, classification, Detainee Risk Management Plan (DRMP), laundry, legal information/lawyers, mail, religious matters, safety and security, searches, use of force/restraints and work.

## Most common complaint categories in Youth Justice 2021-22



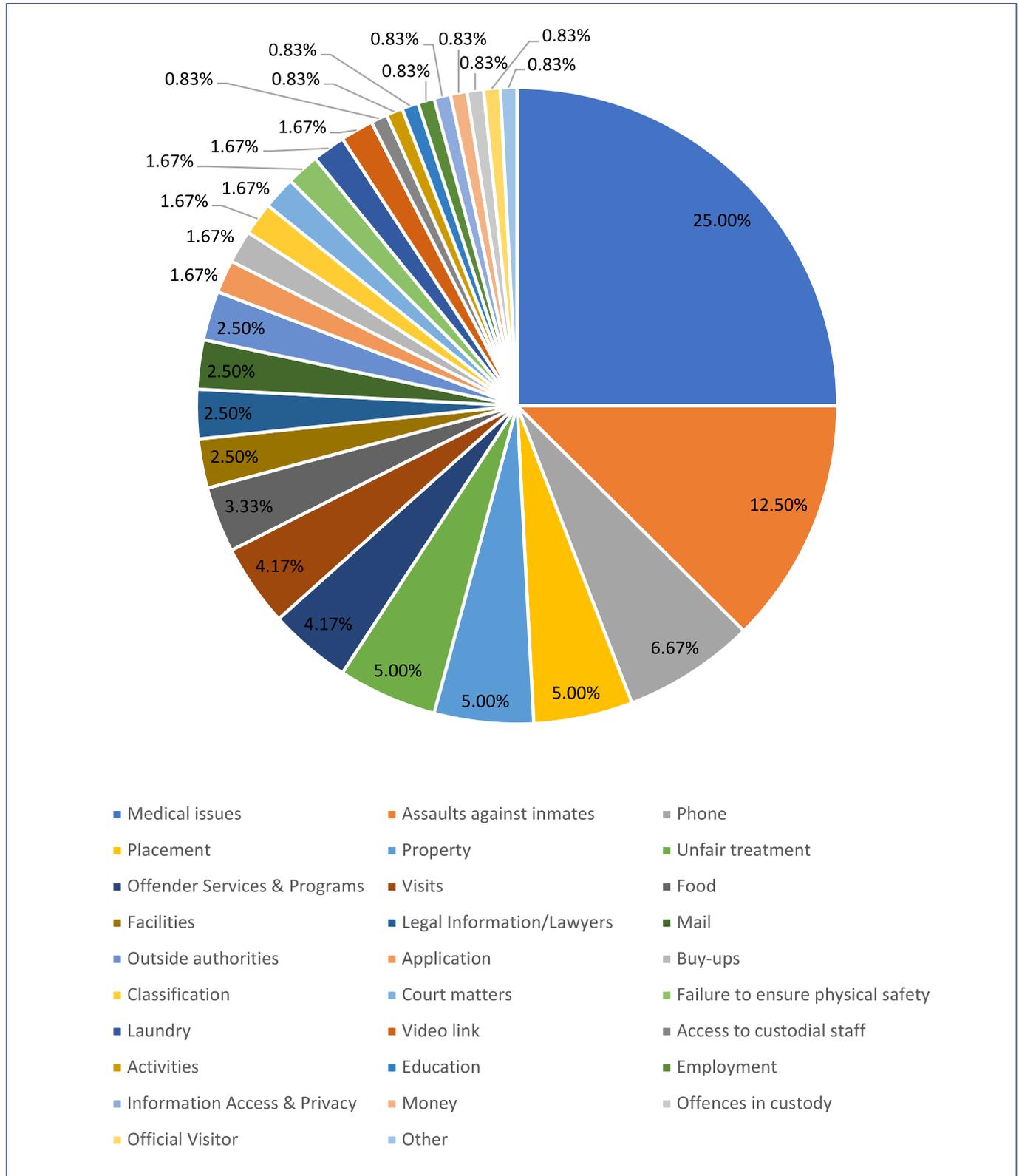
### 1.4.5 Program improvements

#### **Official Visitor phone line and mail service**

The Official Visitor Program continued to provide direct and confidential access during periods of reduced Official Visitor physical visits through a dedicated phone line on the free call phone lists in adult and youth custodial centres. Inmates and young people were also able to contact the Official Visitor Program confidentially during the 2021-22 reporting period by writing to a dedicated mail address.

In the period 1 July 2021 to 30 June 2022 the Official Visitor Program was contacted 120 times via phone line or mail. The majority of complaints received during this time related to medical issues.

**Complaints received via the Official Visitor phoneline and mail service 2021-22**



### 1.4.6 Official Visitor training

Pursuant to section 6(1)(i) of the *Inspector of Custodial Services Act 2012*, the Inspector has the responsibility of providing training to Official Visitors.

The ICS delivered face-to-face training to new Official Visitors in April 2022, where they were able to workshop and discuss their new role with experienced Official Visitors and ICS staff.

The Inspector will continue to explore alternative avenues to deliver training to Official Visitors in the 2022-23 period.

### 1.5 Conferences, collaborations and training

In the interests of understanding best practice and key issues, ICS staff attended training, conferences and workshops in the 2021-22 financial year.

<b>Staff training 2021-22</b>	
<b>Training</b>	<b>Date</b>
Australian Institute of Aboriginal and Torres Strait Islander Studies Learning Ground: Core Cultural Learning Training	October 2020 to October 2021
ACON and NSW Department of Communities and Justice: Transgender and Gender Diversity Training	July 2021
NSW Department of Communities and Justice: Let's Talk Manager Training	September 2021
NSW Department of Communities and Justice: OneTRIM Awareness Session	November 2021
Brush Farm Corrective Services Academy: Working with Culture and Diversity Training	April 2022
NSW Department of Communities and Justice: Information Security Training	April 2022
Southern Cross University: Aboriginal Social Enterprise Training	April 2022

<b>Conferences and workshops 2021-22</b>	
<b>Conference</b>	<b>Date</b>
NSW BOCSAR Webinar on Justice Systems Reforms	July 2021
Victorian Aboriginal Legal Service Webinar on Unlocking Victorian Justice: The Harms of Solitary Confinement	August 2021
NSW BOCSAR Webinar on Reducing Reoffending Among Prisoners	August 2021
Kinchela Boys Home Aboriginal Corporation Practice Framework Launch	September 2021
Human Rights Measurement Institute: HRMI Data Training	September 2021
New Zealand Human Rights Commission Launch of the 'First Do No Harm' Report	November 2021
Australian Productivity Commission Live Event with Expert Panel and Q&A on Australia's Prison Dilemma	November 2021

NSW Ombudsman Symposium for Staff of NSW Public Sector Integrity Agencies	November 2021
Australian and New Zealand Society of Criminology Annual Conference 2021	December 2021
Advocate for Children and Young People: Voices of Change Breakfast	December 2021
Indigenous Justice Forum	March 2022
NSW Ombudsman Symposium for Staff of NSW Public Sector Integrity Agencies	April 2022
Justice Health & Forensic Mental Health Network: Health Care in Secure Settings Conference	June 2022

## 1.6 Relationships with other agencies

### 1.6.1 Liaison and communication with stakeholders

The ICS maintains communication and liaison with CSNSW, YJNSW, and JH&FMHN, including regular meetings with the Commissioner of CSNSW, the Executive Director of YJNSW, and the Chief Executive of JH&FMHN. ICS staff also collaborate with appropriate officers within CSNSW, JH&FMHN, YJNSW and private operators when planning and undertaking liaison visits and inspections.

Under a Memorandum of Understanding (MOU) signed in December 2014, the ICS has regular meetings and ongoing communication and consultation with the NSW Ombudsman regarding complaint trends and areas of interest for inspection. The ICS also entered into an MOU with ICAC in December 2018 in accordance with section 11 of the *Inspector of Custodial Services Act 2012*.

The ICS maintains a close relationship with inspection agencies in other jurisdictions. These include the Inspector of Custodial Services in Western Australia, the Office of the Guardian for Children and Young People South Australia, the Office of the Custodial Inspector Tasmania, the Office of the Chief Inspector Queensland Corrective Services, the Inspector of Correctional Services ACT and the Office of the Ombudsman in New Zealand. These relationships foster the exchange of information, expertise and knowledge in relation to custodial services inspections. The Inspector of Custodial Services is also a member of the International Corrections & Prisons Association Expert Network on External Prison Oversight and Human Rights.

### 1.6.2 Response to ICS recommendations made during 2021-22

Of the 18 recommendations made by the ICS in the report *Inspection of Lithgow Correctional Centre*, 17 recommendations were applicable to CSNSW. CSNSW supported 14 recommendations, partially supported 1 recommendation, did not support 1 recommendation and marked 1 recommendation as noted. Of the 18 recommendations made by ICS, one was also applicable to JH&FMHN and was partially supported.

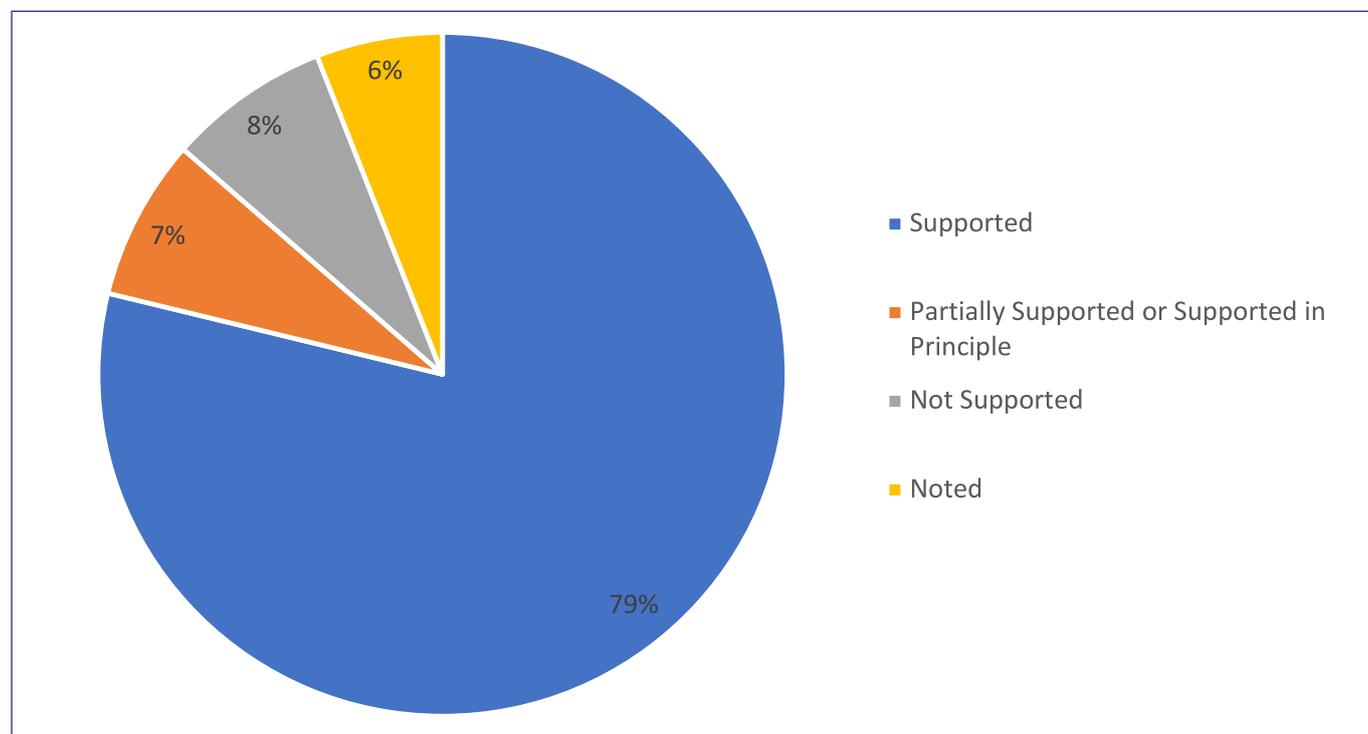
In the 2021-22 reporting period, ICS made 18 recommendations to CSNSW in the *Inspection of Emu Plains Correctional Centre* report. CSNSW advised that they supported all 18 recommendations made in the report.

Of the 14 recommendations made by the ICS in the report *Inspection of Inmate Transport in NSW*, all recommendations were applicable to CSNSW. CSNSW supported 10 recommendations, partially supported 1 recommendation and did not support 3 recommendations.

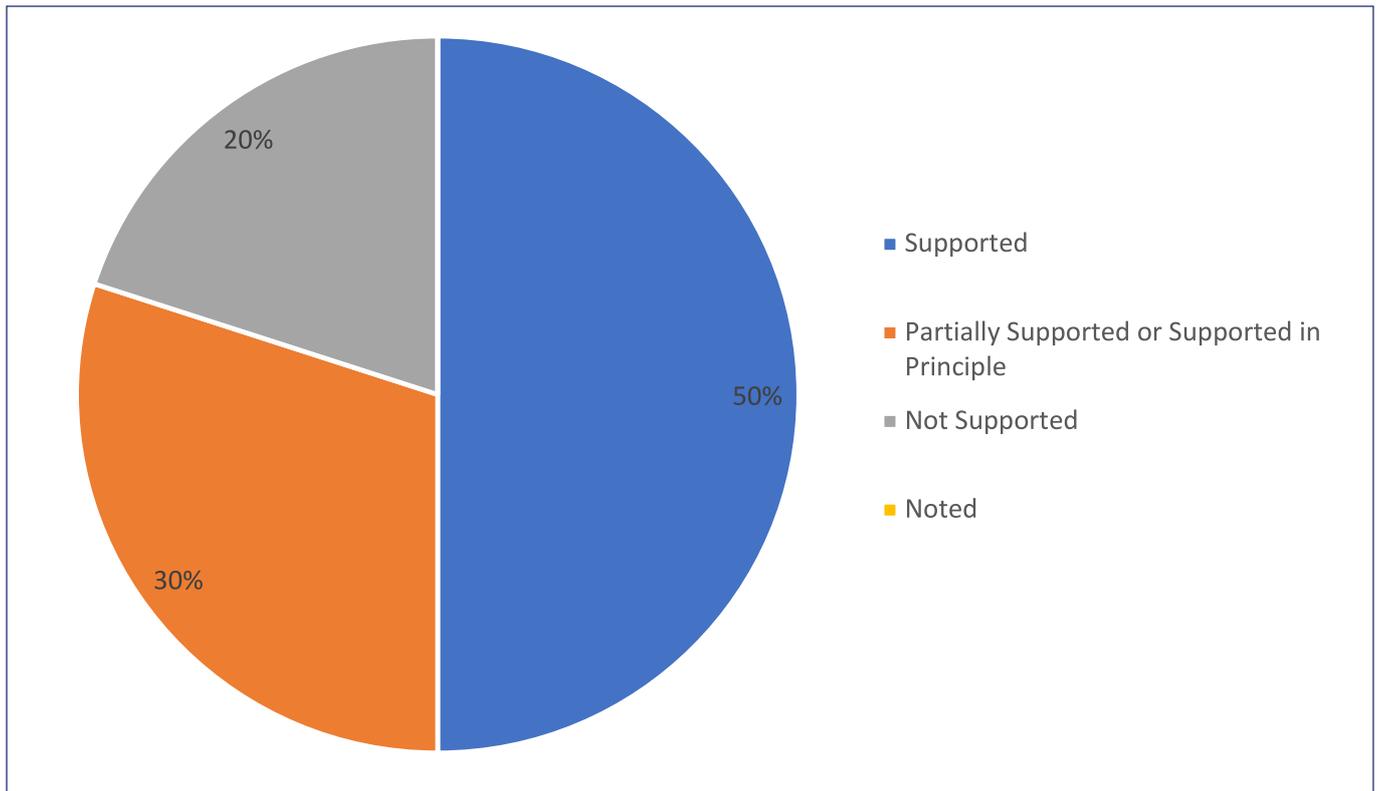
Of the 36 recommendations made by the ICS in the *Inspection of Goulburn Correctional Centre and the High Risk Management Correctional Centre*, CSNSW advised that they supported 23 recommendations, partially supported 1 recommendation, did not support 3 recommendations and marked 6 recommendations as noted. Four recommendations from this report were also applicable to JH&FMHN; 2 were supported and 2 were partially supported.

Of the 40 recommendations made by the ICS in the report *Inspection of Parklea Correctional Centre*, 36 recommendations were applicable to CSNSW. CSNSW supported 28 recommendations, partially supported 6 recommendations and did not support 2 recommendations. Of the 40 recommendations made by the ICS, five were also applicable to JH&FMHN; 3 recommendations were supported and 2 were not supported. In addition, 38 recommendations from this report were applicable to MTC-Broadspectrum Pty Ltd. MTC-Broadspectrum supported 35 recommendations, did not support 1 recommendation and noted 2 recommendations.

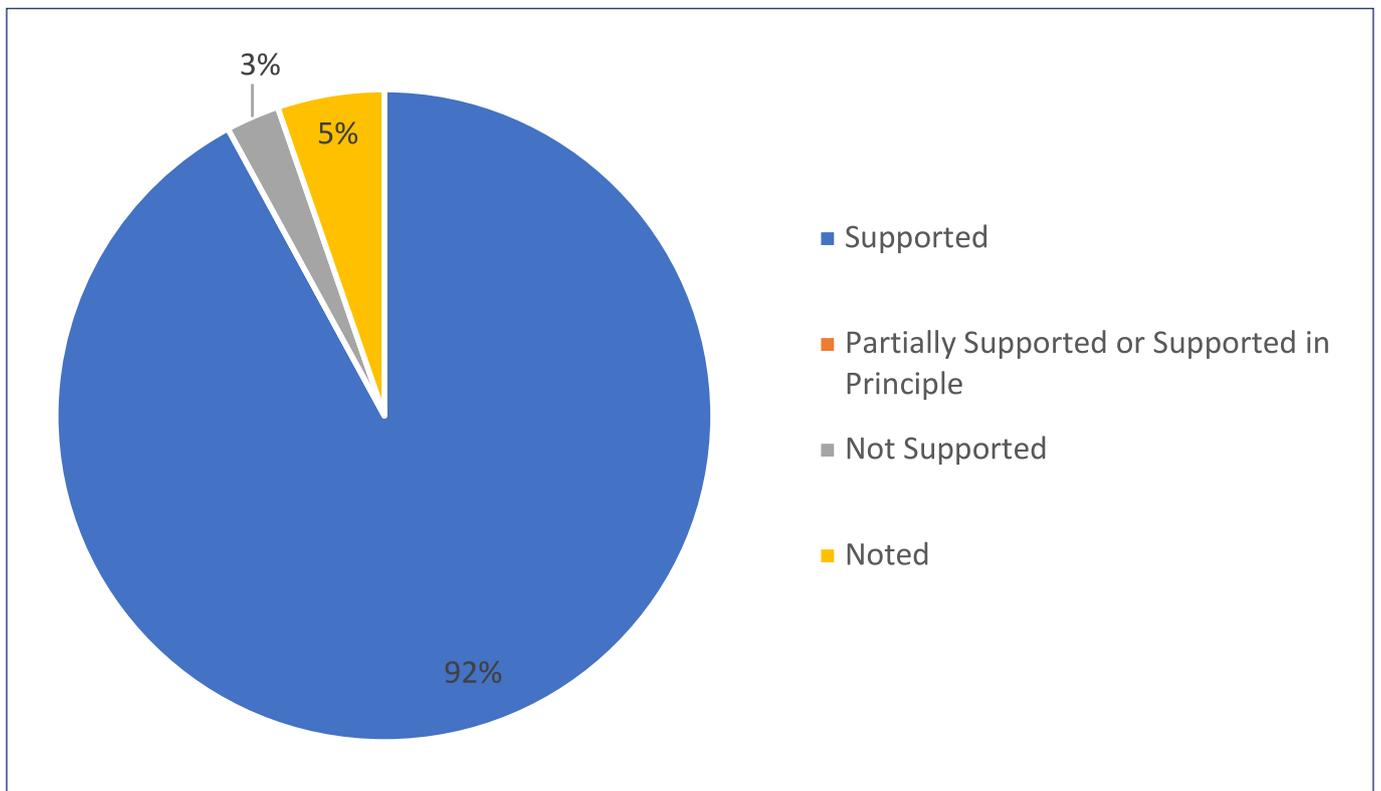
### CSNSW responses to recommendations made in 2021-22



### JH&FMHN responses to recommendations made in 2021-22



### MTC-Broadspectrum responses to recommendations made in 2021-22

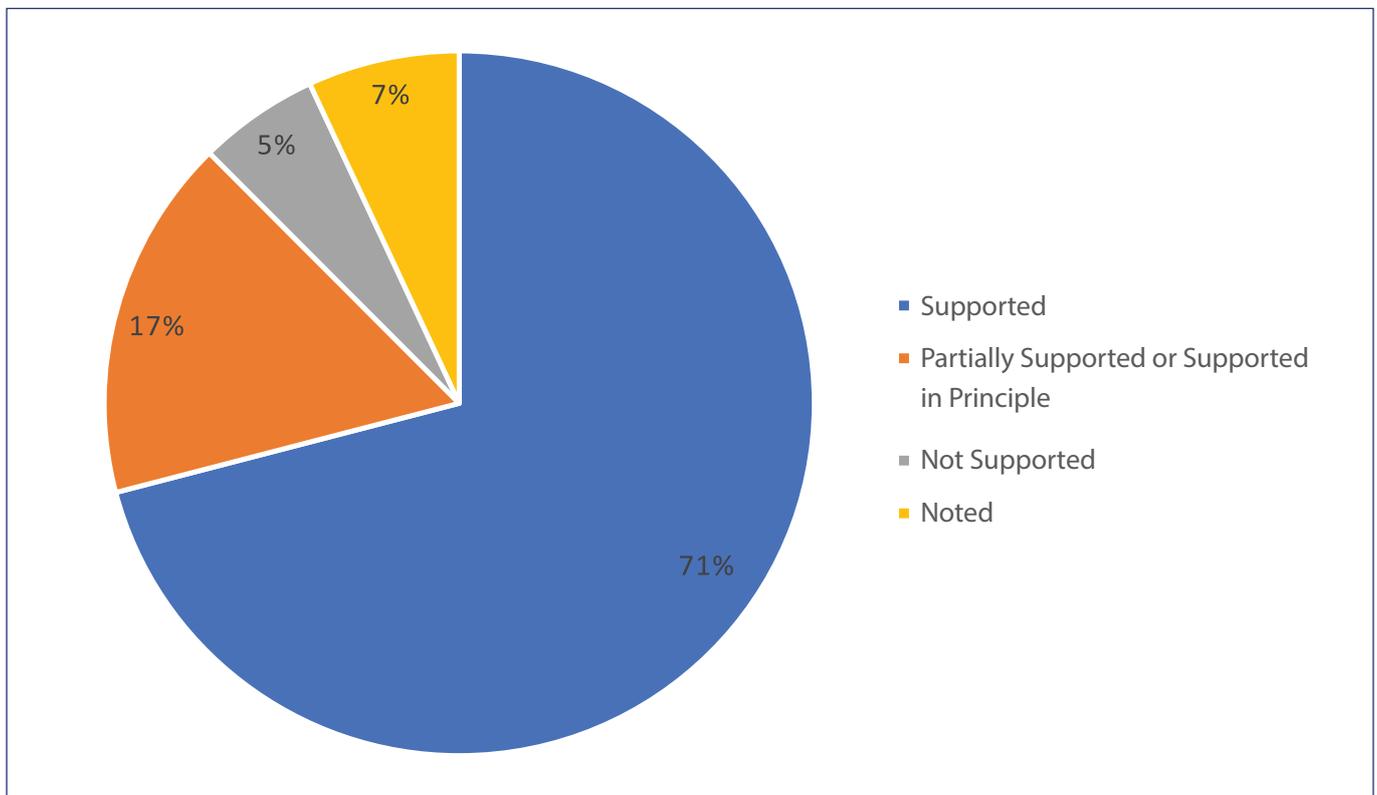


### 1.6.3 Response to ICS recommendations made between 2013 and 2022

Regular reporting on the progress of recommendations encourages their timely implementation which can help to achieve system improvements. During 2016–17, the ICS implemented a monitoring and reporting framework to monitor the progress made by each agency in relation to recommendations which are supported or partially supported. The reporting program is now supported by six-monthly desktop monitoring. Recommendation progress is verified through data requests, desktop monitoring and onsite visits.

Of the recommendations made by ICS between 2013 and 2022, 88% were either supported or partially supported by relevant agencies. A breakdown of responses to recommendations made between 2013 and 2022 are as follows:

#### Responses to ICS recommendations made from 2013 to 2022



## Response to recommendations by report and agency 2013-22<sup>5</sup>

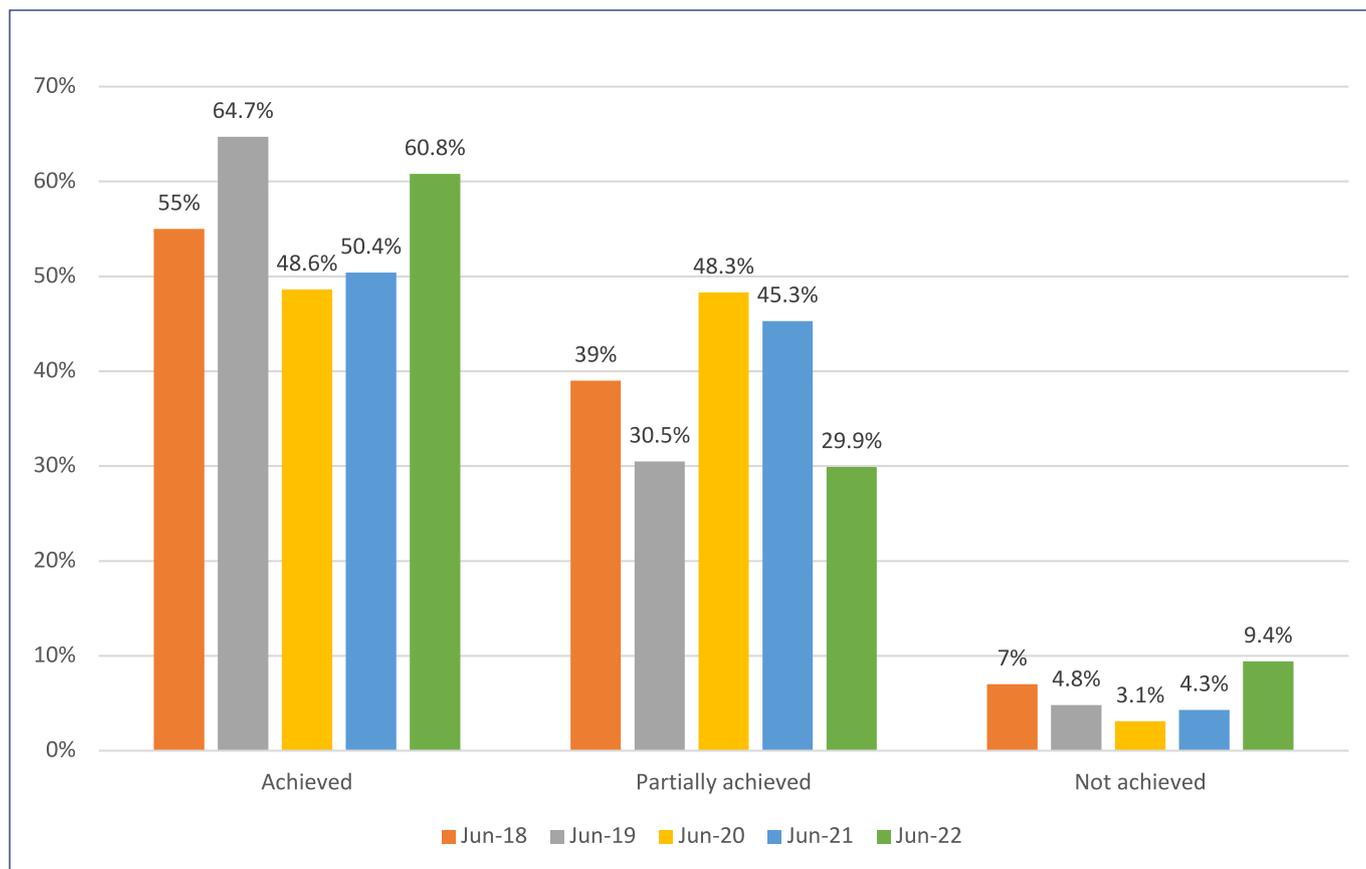
Report	Agency	Supported	Partially supported	Not supported	Noted	Total
Full House: The growth in the inmate population	CSNSW	23	13	1	8	45
	JH&FMHN	8	1	0	0	9
Old and Inside: Managing aged offenders in custody	CSNSW	10	6	0	1	17
	JH&FMHN	7	0	0	0	7
Making Connections: Providing Family & Community Support to Young People in Custody	YJNSW	15	0	2	0	17
Lifers: Classification and regression	CSNSW	3	0	0	1	4
Prison Greens: The clothing and bedding of inmates in NSW	CSNSW	15	5	0	1	21
The management of radicalised inmates in NSW	CSNSW	48	1	0	0	49
	JH&FMHN	1	0	0	0	1
	YJNSW	1	0	0	0	1
Inspection of 24-Hour Court Cells in NSW	CSNSW	16	16	2	0	34
	JH&FMHN	7	0	0	0	7
Use of Force, Separation, Segregation and Confinement in NSW Juvenile Justice Centres	YJNSW	53	2	2	0	57
	JH&FMHN	3	0	0	0	3
Women on Remand	CSNSW	24	4	1	7	36
	JH&FMHN	3	2	0	0	5
Programs, Employment and Education	CSNSW	19	3	2	2	26
Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW	CSNSW	21	0	2	3	26
	JH&FMHN	1	0	0	0	1
Inspection of the Residential Facilities and the Compulsory Drug Treatment Correctional Centre	CSNSW	36	7	3	1	47
	JH&FMHN	0	0	0	1	1

<sup>5</sup> Some of the recommendations are directed to multiple agencies. These figures do not include the report *The Invisibility of Correctional Officer Work*, where one recommendation was made to Parliament of NSW.

Inspection of Mary Wade Correctional Centre	CSNSW	11	5	0	3	19
	JH&FMHN	1	0	1	0	2
Inspection of Cooma Correctional Centre	CSNSW	14	4	2	1	21
	JH&FMHN	0	0	1	0	1
Inspection of Oberon Correctional Centre	CSNSW	9	3	1	0	13
	JH&FMHN	1	0	0	0	1
Inspection of Macquarie Correctional Centre and Hunter Correctional Centre	CSNSW	16	7	8	1	32
	JH&FMHN	0	0	3	0	3
Kariong and Kirkconnell Correctional Centres and the Integration Support Centre	CSNSW	7	0	0	7	14
	JH&FMHN	0	1	0	0	1
Inspection of Six Youth Justice Centres in NSW	YJNSW	28	22	0	0	50
	JH&FMHN	1	1	1	0	3
Health Services in NSW correctional facilities	CSNSW	15	8	3	13	39
	JH&FMHN	31	19	0	0	50
	GEO Group Pty Ltd	24	0	0	0	24
Inspection of Lithgow Correctional Centre	CSNSW	14	1	1	1	17
	JH&FMHN	0	1	0	0	1
Inspection of Emu Plains Correctional Centre	CSNSW	18	0	0	0	18
	JH&FMHN	0	0	0	0	0
Inspection of Inmate Transport in NSW	CSNSW	10	1	3	0	14
	JH&FMHN	0	0	0	0	0
Inspection of Goulburn Correctional Centre and the High Risk Management Correctional Centre	CSNSW	23	1	3	6	33
	JH&FMHN	2	2	0	0	4
Inspection of Parklea Correctional Centre	CSNSW	28	6	2	0	36
	JH&FMHN	3	0	2	0	5
	MTC-Broadspectrum	35	0	1	2	38
<b>Total</b>		<b>605</b>	<b>142</b>	<b>47</b>	<b>59</b>	<b>853<sup>6</sup></b>

<sup>6</sup> The total number of recommendations in this table will be greater than the total of recommendations in the progress section as recommendations marked as not supported are not monitored for implementation, and progress is not reported until 6 months after tabling.

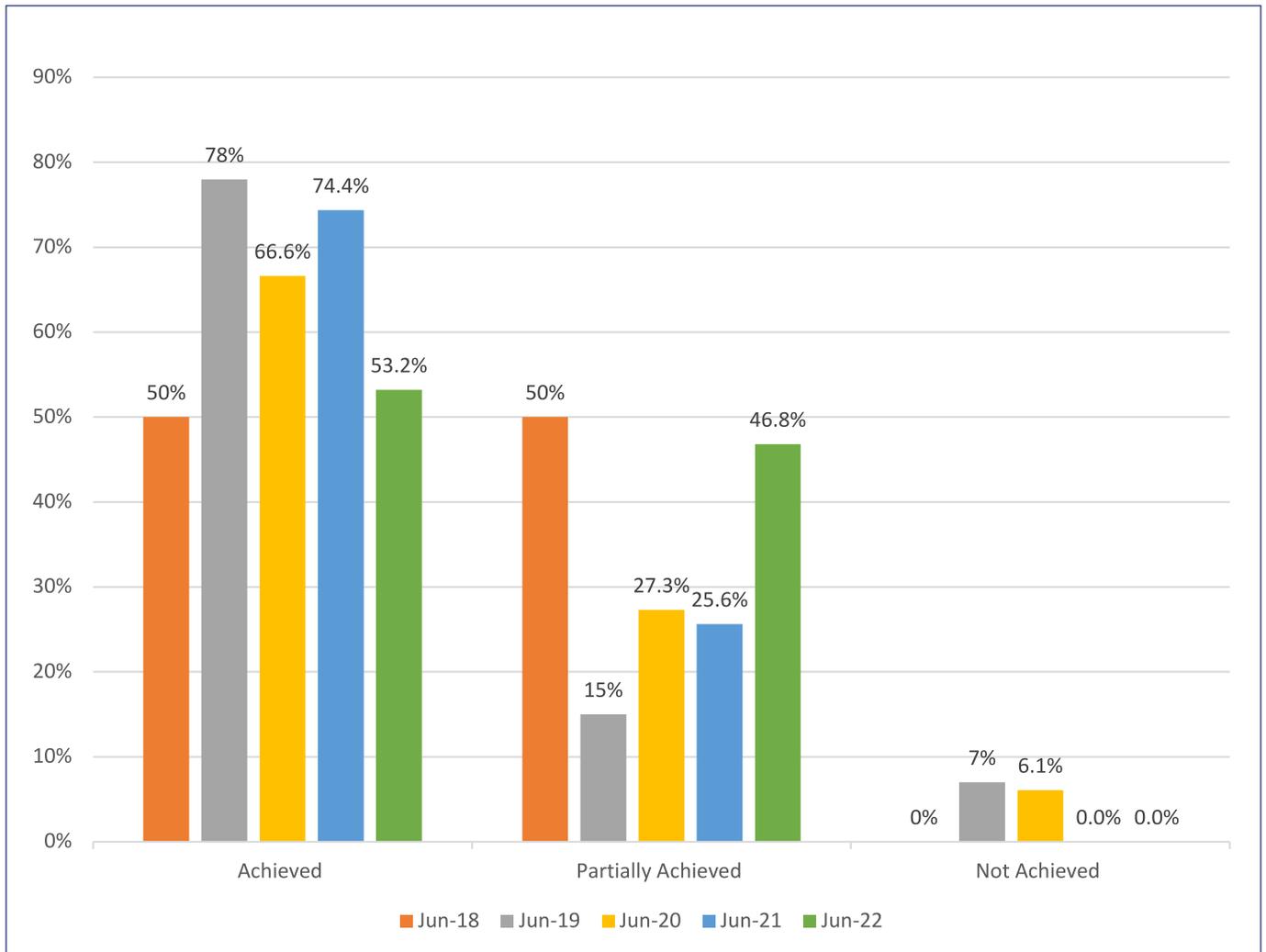
## CSNSW recommendation achievement progress (%)



CSNSW progress update at 30 June 2022			
Achieved	Partially achieved	Not achieved	Total <sup>7</sup>
240	118	37	395
60.8%	29.9%	9.4%	100.0%

<sup>7</sup> Does not include recommendations marked as not supported or noted with no progress update or made within 6 months of the last reporting period.

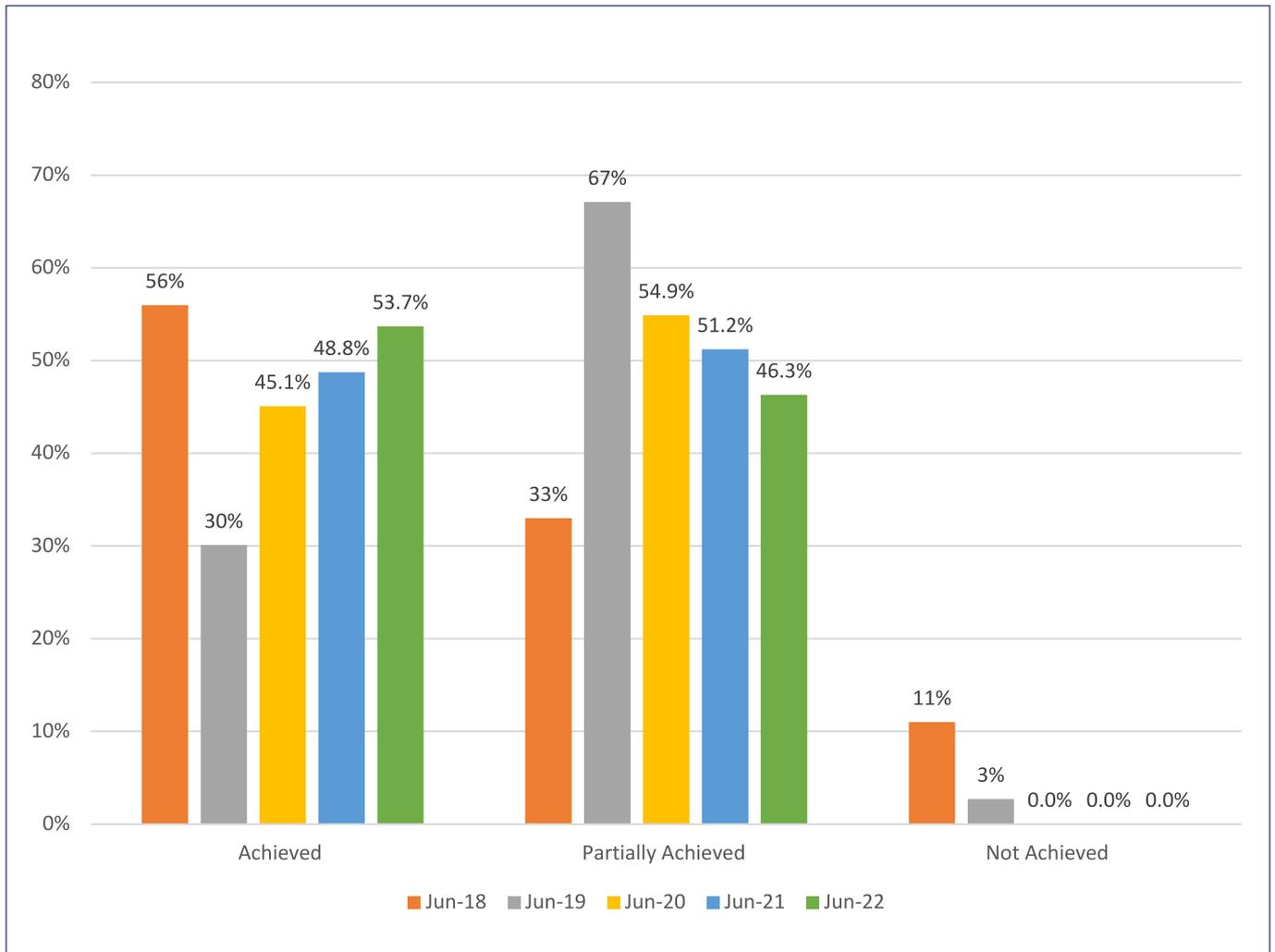
## JH&FMHN recommendation achievement progress (%)



JH&FMHN progress update as at 30 June 2022			
Achieved	Partially Achieved	Not Achieved	Total <sup>8</sup>
42	37	0	79
53.2%	46.8%	0.0%	100.0%

<sup>8</sup> Does not include recommendations marked as not supported or noted with no progress update, or made within 6 months of the last reporting period.

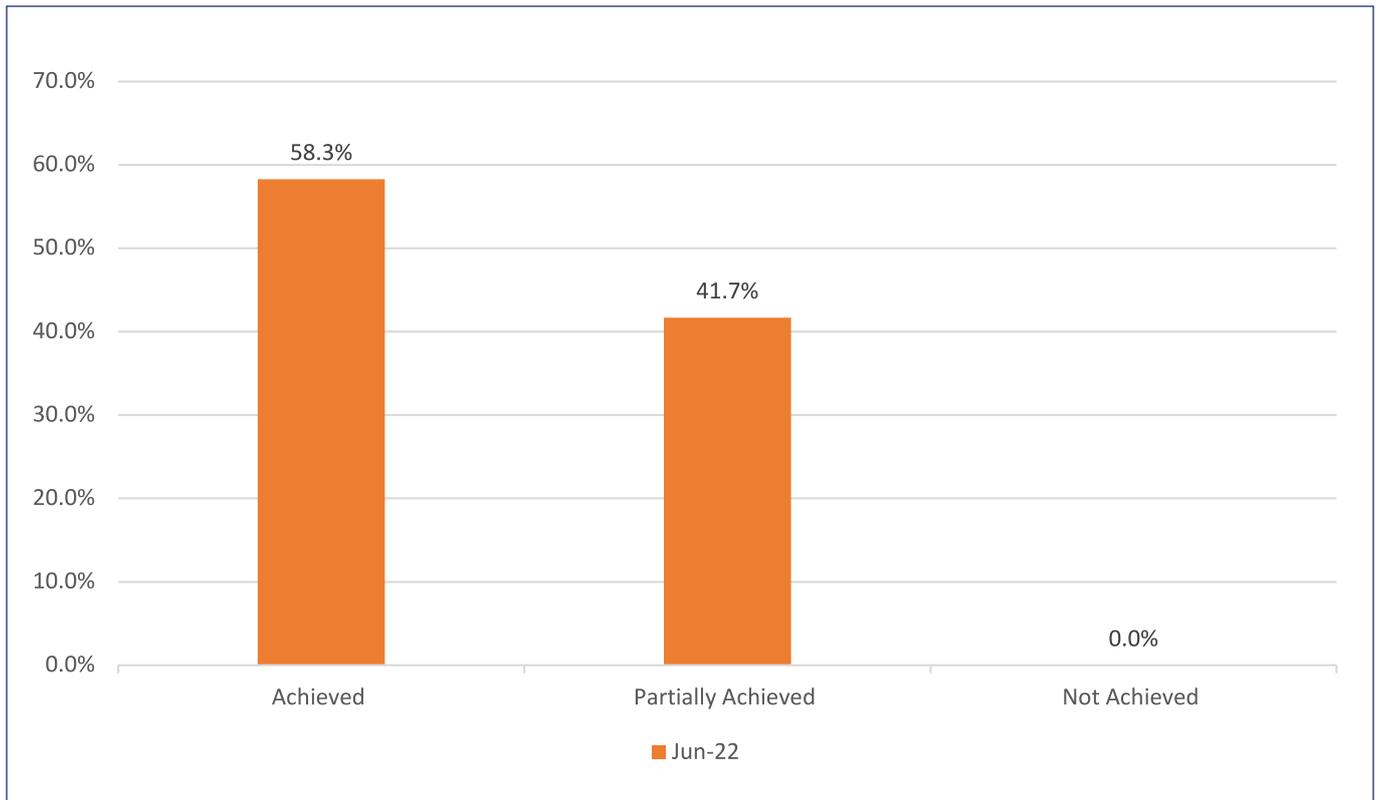
## YJNSW recommendation achievement progress (%)



YJNSW progress update at 30 June 2022			
Achieved	Partially Achieved	Not Achieved	Total <sup>9</sup>
65	56	0	121
53.7%	46.3%	0.0%	100.0%

<sup>9</sup> Does not include recommendations marked as not supported or noted with no progress update, or made within 6 months of the last reporting period.

## GEO Group recommendation achievement progress (%)



GEO Group progress update at 30 June 2022			
Achieved	Partially Achieved	Not Achieved	Total <sup>10</sup>
14	10	0	24
58.3%	41.7%	0.0%	100.0%

<sup>10</sup> Does not include recommendations marked as not supported or noted with no progress update, or made within 6 months of the last reporting period.

## 1.7 Key observations from this period

During the 2021-22 reporting period the ICS tabled five reports in NSW Parliament relating to the inspection of five correctional centres and inmate transport in NSW.

The ICS also completed inspections of Tamworth Correctional Centre, St Heliers Correctional Centre, Broken Hill Correctional Centre, the Metropolitan Remand and Reception Centre, Silverwater Women's Correctional Centre, Dillwynia Correctional Centre, Frank Baxter Youth Justice Centre, Acmena Youth Justice Centre, Cobham Youth Justice Centre, Amber Laurel Correctional Centre, and six 24-hour court cell complexes.

### **COVID-19**

The COVID-19 pandemic continued to present a high risk to the health of inmates, young people and staff working in NSW custodial facilities. From the outset, it was widely recognised that steps needed to be taken to prevent COVID-19 from entering the custodial system and being transmitted in custody. This was in recognition that it could quickly spread within the custodial environment, and amongst a population with health conditions that make them susceptible to developing a serious COVID-19 infection.

The ICS continued to be guided by the *Inspector of Custodial Services COVID-19 plan* which was initially published on our website in April 2020. The plan has been updated during the pandemic and outlines how the ICS operates having regard to applicable legislative requirements, international human rights standards, NSW Health directives and applicable workplace health and safety requirements. It aims to ensure the safety of ICS staff, Official Visitors, and stakeholders, and business continuity for the duration of the COVID-19 pandemic. It has enabled us to respond and adapt to emerging issues in the custodial environment.

The ICS has adopted a "do no harm" approach to its activities throughout the pandemic to avoid placing any burden on relevant authorities and staff that reduces their capacity to respond to COVID-19. At times this has involved postponing inspections or using technology to complement on-site inspection activities.

One of my priorities during the pandemic has been to keep the Official Visitor Program operating albeit with some necessary restrictions. There are over 90 Official Visitor appointments to 56 custodial facilities across NSW and with the cooperation of CSNSW, YJNSW and private operators, the program continued to operate with some adjustments. A free OV phone line and mail service was introduced at all centres in May 2020.

Since February 2020, the ICS has liaised closely with CSNSW, YJNSW and the JH&FMHN on their response to COVID-19. The ICS has also been closely monitoring the roll out of the COVID-19 vaccination to staff and individuals in custody. Following an outbreak of COVID-19 in the NSW community in June 2021, COVID-19 disease was detected in young people and adults in custody, as well as staff, who acquired the virus in the community. In July 2021, the first known instances of transmission occurred within NSW custodial centres, prompting the announcement of our review of the response to COVID-19 in youth and adult custodial centres in NSW.

The last two and a half years have been challenging for custodial staff, non-custodial staff and health staff working in custodial settings. It has also been extremely difficult for people in custody and their families, as people including children have spent periods in quarantine and medical isolation. Custodial centres or parts thereof have gone into lockdown due to COVID-19 outbreaks and/or staff shortages. This has impacted the delivery of services and programs to people in custody.

I would also like to acknowledge the dedicated group of Official Visitors who have continued to visit custodial centres during the pandemic and the staff of my office who have continued to visit and inspect centres throughout the pandemic. Since February 2020 we have undertaken 114 liaison visits, 40 inspections and tabled 12 reports.

### **Looking forward**

Inspections scheduled in the 2022-23 year include Glen Innes Correctional Centre, Mannus Correctional Centre, Geoffrey Pearce Correctional Centre, Wellington Correctional Centre, South Coast Correctional Centre, Mid North Coast Correctional Centre, Cessnock Correctional Centre, Shortland Correctional Centre, Bathurst Correctional Centre, Junee Correctional Centre, Orana Youth Justice Centre, Reiby Youth Justice Centre and Riverina Youth Justice Centre.

The Statutory Review of the *Inspector of Custodial Services Act 2012* was completed and tabled in October 2021, and we look forward to amendments to the *Inspector of Custodial Services Act 2012* being introduced to Parliament in the 2022-23 period.

The Optional Protocol to the Convention Against Torture (OPCAT) was ratified by the Commonwealth Government in late 2017 and the ICS continues to prepare for its implementation in January 2023. Maintaining regular visitation and monitoring is an important function of the ICS and has been of paramount importance during the COVID-19 pandemic. It is also consistent with the requirements of OPCAT.

## **1.8 Resources and statutory obligations**

An independent and appropriately resourced inspectorate plays a critical role in providing oversight and accountability in the adult correctional and youth justice systems. During 2021-22, a number of temporary positions were converted to permanent positions and additional temporary positions were created.

## **1.9 Government Information (Public Access) Act 2009**

The *Government Information (Public Access) Act 2009* (GIPA Act) came into force on 1 July 2010 and replaced the *Freedom of Information Act 1989*.

Section 20 of the GIPA Act requires all agencies to produce an agency information guide, outlining the structure and function of the agency, along with the kinds of information it holds and the manner in which the public may access it.

The ICS publishes all reports on its website. Inspection standards are also publicly available online.

Section 125 of the GIPA Act requires agencies to report on their obligations under the GIPA Act on an annual basis. As required by this section, the ICS advises that there was one application made for access to information under the GIPA Act during the 2021-22 reporting period.

## 1.10 Reporting

A range of key performance indicators have been established to assess the work of the ICS. The results of key performance indicators for the 2021-22 financial year as well as the previous reporting period are set out below:

Key performance indicator	2020-21	2021-22
Number of liaison visits conducted	73	24
Number of centre inspections	20	16
Number of reports tabled	7	5
% of recommendations accepted (adult)	86%	78%
% of recommendations accepted (juvenile)	96%	96%
Implementation progress of accepted report recommendations monitored and reported on through the ICS annual report	100%	100%
Inspect all centres in line with legislative requirements – all adult centres within 5 years, all youth justice centres within 3 years	100%	100%
Completion of Official Visitor appointments prior to expiration of term	99%	96%
Official Visitor reports provided to the Minister within two weeks of receipt	100%	100%

## 2 Appendix: Recommendation progress by report

 **Achieved**
 **Partially Achieved**
 **Not Achieved**
 **Not Supported<sup>12</sup>**

Full House: The Growth of the Inmate Population in NSW	CSNSW	JH&FMHN	YJNSW
(1) The Inspector recommends that CSNSW conducts a review of its classification system to reduce its complexity.			
(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.			
(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.			
(4) The Inspector recommends that CSNSW minimises the practice of holding inmates with different separation requirements at a centre.			
(5) The Inspector recommends that CSNSW staffing is adequate to ensure the intelligence function is not compromised.			
(6) The Inspector recommends that CSNSW narrows Interview for Placement (IFP) criteria to reduce the use of these alerts.			
(7) The Inspector recommends that CSNSW conducts a review on the use of Risk Intervention Team (RIT) alerts across the correctional system.			
(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.			
(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.			
(10) The Inspector recommends that JH&FMHN prioritise staffing all positions in their approved establishment.			

<sup>11</sup> Differences in reported progress between agencies in relation to the same recommendation may be as a result of individual agency progress in relation to that recommendation.

<sup>12</sup> Recommendations marked as not supported include recommendations that were marked as noted by the agencies.

(11)	The Inspector recommends that JH&FMHN ensure a standardised ratio of clinic staff to inmates across all like centres.		●	
(12)	The Inspector recommends that GEO and JH&FMHN ensure that the satellite clinics at Parklea CC are utilised to their full potential.	●	●	
(13)	The Inspector recommends that CSNSW relocates the mental health step-down functions currently undertaken at the MRRC to elsewhere in the estate to give primacy to the remand function.	●		
(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.	●	●	
(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.	●	●	
(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.	●	●	
(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 CC from court.	●	●	
(18)	The Inspector recommends that CSNSW reduce the number and extent of lockdowns due to staff shortages.	●		
(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.	●	●	
(20)	The Inspector recommends that CSNSW and JH&FMHN work together to develop strategies to reduce the number of medical escorts.	●	●	
(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.	●		
(22)	The Inspector recommends that CSNSW includes in their Facility Standards the provision of a standard ratio of one handset to 20 inmates in all accommodation areas.	●		
(23)	The Inspector recommends CSNSW ensures 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.	●		

(24)	The Inspector recommends CSNSW ensures that every yard has some shade, and seating is sufficient to provide for 50 percent of the inmate population.			
(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.			
(26)	The Inspector recommends where CSNSW and GEO have installed exercise aids and equipment, these should be maintained in good working order or replaced.			
(27)	The Inspector recommends that CSNSW ensures that centre libraries operate according to standard library practice and the Australian Library and Information Association's Australian Prison Libraries: Minimum Standard Guidelines, 1990.			
(28)	The Inspector recommends that GEO provides alternative space for legal visits outside the secure perimeter at Parklea CC.			
(29)	The Inspector recommends that CSNSW reviews and fully implements 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.			
(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.			
(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.			
(32)	The Inspector recommends that CSNSW investigates rates of attrition in the aggression and violence programs offered across the estate.			
(33)	The Inspector recommends that CSNSW develops short-term drop-in and drop-out programs for remandees.			
(34)	The Inspector recommends that the EQUIPS program model makes adequate program provision for inmates with short sentences.			
(35)	The Inspector recommends that CSNSW ensures that contact hours of OS&P in custodial settings are not compromised by accessibility of OS&P staff or operational routine.			

(36)	The Inspector recommends that CSNSW increases program participation of inmates in drug and alcohol, aggression and violence programs to address the unmet need.	●		
(37)	The Inspector recommends that CSNSW prioritises custodial staffing for OS&P areas to ensure that OS&P staff can consult with inmates in their area rather than in the accommodation units.	●		
(38)	The Inspector recommends that CSNSW implements a receipt procedure for inmate requests and referrals.	●		
(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.	●		
(40)	The Inspector recommends that CSNSW places a high priority on facilitating continued access of inmates to apprenticeships and traineeships.	●		
(41)	The Inspector recommends that CSNSW ensures the cells in all new facilities are constructed with conduits for in-cell technology.	●		
(42)	The Inspector recommends that Corrective Services Industries increases work opportunities to recover those lost over the past three years.	●		
(43)	The Inspector recommends that CSNSW simplifies the custodial officer staff structure to promote clarity of roles, responsibilities and accountabilities.	●		
(44)	The Inspector recommends that CSNSW sets a maintenance budget of 2.5 percent of building asset replacement cost.	●		
(45)	The Inspector recommends that CSNSW updates evacuation plans for centres where the inmate population exceeds design capacity of that centre.	●		
(46)	The Inspector recommends that CSNSW introduces a measure to define a decent accommodation capacity limit.	●		
(47)	In the interim, the Inspector recommends that when the number of inmates exceeds 95 percent of the current operating capacity, this should be reported to NSW Parliament.	●		

Making Connections: Providing family and community support to young people in custody	CSNSW	JH&FMHN	YJNSW <sup>13</sup>
(1) The Inspector recommends JJNSW reviews the phone contact policy to ensure that contact with family is not apportioned according to behaviour. This should not result in a reduction in the current available number of calls for young people.			
(2) The Inspector recommends that JJNSW regularly reviews the maintenance of phone headsets and the quality of calls.			
(3) The Inspector recommends that JJNSW install phone booths or phone bubbles for acoustic protection and to promote detainee privacy.			
(4) The Inspector recommends that Reiby and Juniperina trial an additional visits day on Sunday and that this initiative is made widely known to visitors and detainees.			
(5) The Inspector recommends that JJNSW ensure that the physical environment of visits should promote family interaction, including: improved use of colour and decoration, access to outdoor areas, a variety of age-appropriate toys for visiting children, baby change facilities, games for young people to play with their family and consistent access to refreshments and snacks across centres.			
(6) The Inspector recommends that JJNSW actively monitor visits through CCTV allowing for a reduced staff presence in the family visit area.			
(7) The Inspector recommends JJNSW replace the roof tiles at Reiby with a material that cannot be penetrated or used as a weapon. This would reduce the risks associated with roof ascents, which, in turn, would permit the removal of razor tape on building roofs.			
(8) The Inspector recommends that JJNSW should immediately prioritise the facilitation of family visits through AVL suites located in all JJNSW offices. These suites could also be used to facilitate better contact between a young person in detention and their JJO.			
(9) The Inspector recommends that JJNSW should explore scheduling family visits through AVL suits at courts for those young people from regional areas who do not have access to a JJNSW office.			
(10) The Inspector recommends that JJNSW should not carry out strip-searching on a routine basis and should replace this practice with a rigorous risk-based assessment process to target the trafficking of contraband.			

13 Juvenile Justice New South Wales (JJNSW) is now known as Youth Justice New South Wales (YJNSW).

(11)	The Inspector recommends that JJNSW halt practice of using overalls for non-contact visits.			
(12)	The Inspector recommends that JJNSW should have the latent capacity to facilitate a secure environment for young mothers to maintain custody of their child in detention. This would enable best interest determination processes to include options for young mothers to be accompanied by their children in detention.			
(13)	The Inspector recommends that JJNSW develop temporary leave arrangements for young mothers who are separated from their children that promote the maintenance of mother-child relationships.			
(14)	The Inspector recommends JJNSW bring to the attention of the NSW DEC the adverse impact of the Smart & Skilled program on access to vocational training for young people. JJNSW should ensure continued equitable access for all young people to apprenticeships and traineeships.			
(15)	The Inspector recommends that JJNSW integrate community and NGO engagement within the framework of service delivery for young people. This would support each centre in developing a strategic approach to relationships with NGOs and communities.			
(16)	The Inspector recommends that JJNSW provide the same opportunities to engage with media and technology to girls as to boys.			
(17)	The Inspector recommends that JJNSW ensure that young women who are eligible and appropriately risk assessed are provided with an equal opportunity to access a transitional program such as that provided at Waratah Unit.			

<b>Lifers: Classification and Regression</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	The Inspector recommends that CSNSW classification system review does not compromise the objectivity and integrity of the classification system.			
(2)	The Inspector recommends that CSNSW should, in regressing inmates managed by the Serious Offenders Review Council, act in accordance with the Crimes (Administration of Sentences) Regulation 2014.			
(3)	The Inspector recommends that CSNSW should review the regression of the 12 inmates who are the subject of this report to ensure compliance with the Crimes (Administration of Sentences) Regulation 2014.			
(4)	The Inspector recommends that CSNSW develop its communication strategies to enable an improved understanding of the correctional system for victims.			

Old and Inside: Managing Aged Offenders in Custody	CSNSW	JH&FMHN	YJNSW
(1) The Inspector recommends that CSNSW installs protective rails and ladders on all bunk beds.	●		
(2) The Inspector recommends that CSNSW ensures that mattresses are in good condition and clean, with a protective cover.	●		
(3) The Inspector recommends that CSNSW ensures that the common areas where aged and frail inmates are housed be equipped with shelter and appropriate seating to provide for this cohort.	●		
(4) The Inspector recommends that CSNSW makes it explicit in policy and practice that inmates with incontinence problems are to be issued with additional clothing and linen.	●		
(5) The Inspector recommends that the reception assessment processes include a consideration of the aged-care needs of an inmate in determining placement.	●		
(6) The Inspector recommends that raised garden beds be installed as an accessible, specialised activity for aged inmates.	●		
(7) The Inspector recommends that CSNSW ensures staffing of activities officers be accorded a high priority and not be considered as an early target for post stripping. This should not adversely impact on lock-down hours and other health, education and programs to inmates.	●		
(8) The Inspector recommends that JH&FMHN completes a baseline assessment for all inmates aged 55 and over, and 45 and over if they are of ATSI heritage. This assessment will enable baseline observations to be made for each inmate and should be reviewed on a regular basis.		●	
(9) The Inspector recommends that JH&FMHN improves individual inmate understanding of medication management.		●	
(10) The Inspector recommends that JH&FMHN ensures that waiting times for the optometrist and podiatrist in correctional centres are improved.		●	
(11) The Inspector recommends that, at both KWU and ACRU, CSNSW ensures that existing seating in internal and external communal areas, fixtures and fittings are replaced with items suitable for aged and infirm inmates.	●		
(12) The Inspector recommends that CSNSW reviews classification for aged inmates in light of their risk of absconding and capacity to do harm.	●		

(13) The Inspector recommends that CSNSW, in collaboration with JH&FMHN, creates accommodation for aged and infirm inmates in the metropolitan area. This capability could be through a new CSNSW facility or the acquisition of an existing aged-care facility in the community.			
(14) The Inspector recommends that CSNSW revisits previous internal proposals to ensure that the long-term estate plan meets the needs of an aging population.			
(15) The Inspector recommends that CSNSW ensures that ACRU and KWU have a comprehensive and resourced program of activities for inmates, which is structured and varied to respond to the particular needs of aged inmates.			
(16) The Inspector recommends that staff working in specialised aged-care centres undergo appropriate training for working with aged inmates.			
(17) Inspector recommends that all sweepers working with aged inmates receive basic workplace health and safety training.			
(18) The Inspector recommends that JH&FMHN introduces comprehensive continence assessments to determine individual needs.			
(19) The Inspector recommends that JH&FMHN reviews the current levels of service provision against the projected demand for aged-care services.			
(20) The Inspector recommends that CSNSW reviews the nutritional goals, menu planning and service delivery of all diets provided to inmates.			
(21) The Inspector recommends that CSNSW works with JH&FMHN to adjust meal distribution times to meet community standards, ensuring food is available to manage medical requirements.			
(22) The Inspector recommends that CSNSW reviews the Commissioner's Memorandum regulating residential restrictions on sex offenders to ensure its prescriptions are founded on evidence.			

<b>Prison Greens: The Clothing and Bedding of Inmates in NSW</b>	<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1) The Inspector recommends that all inmates across the state are issued with the reception clothing entitlements stipulated in the CSNSW Operations Procedures Manual.			
(2) The Inspector recommends that CSNSW reviews and updates section 10 of the Operations Procedures Manual.			
(3) The Inspector recommends that CSI provides an extra-small size for women in the unisex clothing range.			

(4)	The Inspector recommends that the new range of clothes for women is rolled out across all women's prisons.	●		
(5)	The Inspector recommends that CSNSW issues all inmates in NSW with a jacket in winter as part of the inmate clothing entitlements.	●		
(6)	The Inspector recommends that CSNSW makes thermal underwear available for purchase by inmates in the colder months at all correctional centres.	●		
(7)	The Inspector recommends that CSNSW allows inmates to wear approved prison clothing to visits in minimum-security centres.	●		
(8)	The Inspector recommends that inmates should not be released from custody in prison greens.	●		
(9)	The Inspector recommends that CSNSW monitors the quality of prison-issued footwear and replaces prison-issued shoes if they are no longer in suitable condition.	●		
(10)	The Inspector recommends that Oberon Correctional Centre procures a more robust and durable footwear as the standard prison issue.	●		
(11)	The Inspector recommends that a secondary pair of footwear, such as thongs, be made available to all inmates.	●		
(12)	The Inspector recommends that CSI conducts an audit of CSI business units and service industry roles to identify work-wear requirements and provide the necessary items to inmates employed by CSI.	●		
(13)	The Inspector recommends that all CSI industries requiring inmates to perform duties in work boots provide adequate quantities and sizes for inmates.	●		
(14)	The Inspector recommends that inmates undertaking Gurnang Life Challenge should be provided with hiking boots in adequate quantities and sizes.	●		
(15)	The Inspector recommends that adequate warm bedding is provided on reception at Oberon Correctional Centre and other centres where it is currently available for purchase due to climatic conditions.	●		
(16)	The Inspector recommends that there is sufficient bedding at court cells produced in an alternate colour to enable court stock to be easily identified for return and to prevent stock loss.	●		
(17)	The Inspector recommends that Surry Hills Court Cells is regularly inspected to maintain appropriate standards.	●		
(18)	The Inspector recommends that CSNSW conducts regular audits of mattresses to identify and replace those that are in poor condition.	●		

(19)	The Inspector recommends that CSNSW centres and court cells introduce stock-management controls to maintain sufficient stock to meet inmate entitlements.	●		
(20)	The Inspector recommends that CSNSW centres and court cells implement a quality-control process to assess the condition of clothing and bedding items before they are returned to the stockholding to be reissued.	●		
(21)	The Inspector recommends that adequate laundry services are available to all inmates throughout the state.	●		

<b>Inspection of 24-hour Court Cells in NSW</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	The Inspector recommends that CSNSW develops a monitoring system to ensure that inmates are not detained in 24-hour court cells longer than seven days.	●		
(2)	The Inspector recommends that inmates who have been identified as being at risk of self-harm are prioritised for movement to a correctional centre.	●	●	
(3)	The Inspector recommends that CSNSW and JHFMHN continue to work together to monitor patient flow and inmate bed availability to enable the transfer of at risk inmates and inmates with immediate health needs to correctional centres.	●	●	
(4)	The Inspector recommends that all court cell staff are trained in CSNSW policy and practices in relation to the management of inmates who are at risk of self-harm.	●	●	
(5)	The Inspector recommends that, upon admission, CSNSW facilitate inmates making urgent welfare related telephone calls to family or significant others in accordance with the CSNSW Operations Procedures Manual.	●		
(6)	The Inspector recommends that inmates at all 24-hour court cells are provided with adequate clothing and bedding, as per the CSNSW Operations Procedures Manual.	●		
(7)	The Inspector recommends that the standard of food for inmates detained at 24-hour court cells should be in accordance with CSNSW policy.	●		
(8)	The Inspector recommends that 24-hour court cells are cleaned daily by professional cleaners.	●		
(9)	The Inspector recommends that skylights at all 24-hour court cells are cleaned on a regular basis.	●		
(10)	The Inspector recommends that television sets in 24-hour court cells that are not in working order are repaired.	●		

(11)	The Inspector recommends that cell lights should be dimmed at night time at all 24-hour court cell locations to a level that does not compromise security.			
(12)	The Inspector recommends that badly scratched observation windows be replaced, so officers have a clear view of inmates during welfare and security checks.			
(13)	The Inspector recommends that, where appropriate, toilets and showers are provided with privacy screens to provide inmates with privacy while using these amenities.			
(14)	The Inspector recommends that JHFMHN and CSNSW conduct a review of how Schedule 4D and 8 prescribed medications are administered and issued to inmates to ensure that their respective policies on the handling of Schedule 4D and 8 drugs are consistent and comply with legislative provisions.			
(15)	The Inspector recommends that JHFMHN consider increasing services at Surry Hills CCC and Amber Laurel CC.			
(16)	The Inspector recommends that JHFMHN and CSNSW jointly monitor inmate reception numbers and patient flows to ensure adequate health coverage of 24-hour court cells with locations and times to be negotiated between CSNSW and JHFMHN, depending on the distinct needs of each location.			
(17)	The Inspector recommends that inmates at all 24-hour court cells should be permitted to contact their legal representative.			
(18)	The Inspector recommends that CSNSW enters into a Memorandum of Understanding with the NSW Police Force which clarifies the roles and responsibilities of each agency, particularly in relation to the maintenance, repairs and cleaning of 24-hour court cells.			
(19)	The Inspector recommends that 24-hour court cells with air-conditioning are monitored on a regular basis to ensure the temperature is an acceptable level for staff and inmates.			
(20)	The Inspector recommends CSNSW risk assess and remove any potential hanging and ligature points from court cell complexes.			
(21)	The Inspector recommends that CSNSW incorporates specific 24-hour court cell procedures within the Custodial Operations Policy and Procedures.			
(22)	The Inspector recommends that all correctional officers at 24-hour court cells are current in first-aid competency.			

(23)	The Inspector recommends that all correctional officers who are required to carry a firearm should complete the CSNSW annual firearms refresher training course.			
(24)	The Inspector recommends that CSNSW ensures an appropriate number of female officers are rostered in 24-hour court cells locations to undertake searches of female inmates.			
(25)	The Inspector recommends that the doors for the male showers at Surry Hills Court Cell Complex are repaired and replaced, so inmates are provided with privacy when showering.			
(26)	The Inspector recommends that the nurse's station at Surry Hills Court Cell Complex is refurbished to create a separate office for the Nurse Unit Manager from the consultation room, provide an additional consultation room and replace the existing flooring.			
(27)	The Inspector recommends that consideration be given to installing a television system at Dubbo Court Cell Complex, like that at Moree Court Cell Complex.			
(28)	The Inspector recommends that the position of the Aboriginal Community Liaison Officer at Dubbo Court Cell Complex is funded as a full-time permanent position.			
(29)	The Inspector recommends that CSNSW conducts a review of staff facilities at Dubbo Court Cell Complex.			
(30)	The Inspector recommends that CSNSW considers creating an Aboriginal Community Liaison Officer position at 24-hour court cell locations, such as Wagga Wagga, Albury and Moree.			
(31)	The Inspector recommends a security review of Albury Court Cell Complex.			
(32)	The Inspector recommends CSNSW considers alternatives for inmates to gain access to and from the top bunk beds at Newcastle Court Cell Complex.			
(33)	The Inspector recommends that benches are installed at Batemans Bay Court Cell Complex for inmates to sit and sleep on.			
(34)	The Inspector recommends that Wollongong Court Cell Complex is repainted to cover graffiti.			
(35)	The Inspector recommends that inmates should not stay longer than seven days if CSNSW operates Amber Laurel Correctional Centre as a 24-hour court cell complex.			
(36)	The Inspector recommends that Parramatta Court Cell Complex is no longer used by CSNSW.			

The Management of Radicalised Inmates in NSW	CSNSW	JH&FMHN	YJNSW <sup>14</sup>
(1) The Inspector recommends that CSNSW considers the use of intake screening tools to identify extremist risks and vulnerabilities.			
(2) The Inspector recommends that CSNSW records an inmate's defence force service in the Offender Integrated Management System (OIMS).			
(3) The Inspector recommends that CSNSW collects information on an inmate's religious denomination on admission.			
(4) The Inspector recommends that CSNSW develops the capacity of all staff that have contact with inmates to identify extremist risks.			
(5) The Inspector recommends that Radicalisation Extremism Awareness Program (REAP) training is adapted to provide greater focus on the correctional context.			
(6) The Inspector recommends Justice Health & Forensic Mental Health Network develops the capacity of their staff to identify extremist risks.			
(7) The Inspector recommends that CSNSW provides staff training on understanding Islam and associated cultural practices.			
(8) The Inspector recommends that CSNSW increases the diversity of its staffing profile.			
(9) The Inspector recommends that CSNSW provides training and guidelines to staff on documenting and reporting on extremist threats.			
(10) The Inspector recommends that CSNSW and Juvenile Justice NSW review the 2006 Memorandum of Understanding to include information-sharing protocols.			
(11) The Inspector recommends that CSNSW becomes a member of the Joint Counter Terrorism Team.			
(12) The Inspector recommends that CSNSW undertakes a review of the intelligence needs across the system with a view to enhancing the capacity and capability of intelligence resources throughout the system.			
(13) The Inspector recommends that CSNSW ensures that the team within Corrections Intelligence Group, dedicated to countering violent extremism, includes culturally and linguistically diverse expertise, community knowledge and experience relevant to the extremism threat.			

14 Juvenile Justice New South Wales (JJNSW) is now known as Youth Justice New South Wales (YJNSW).

(14)	The Inspector recommends that CSNSW provides specialist intelligence training to all intelligence officers.	●		
(15)	The Inspector recommends that CSNSW develops protocols for timely intelligence sharing on extremist threats between Corrections Intelligence Group and relevant centre management to ensure staff and inmate safety.	●		
(16)	The Inspector recommends that CSNSW develops a structured risk assessment tool for assessing extremist risks.	●		
(17)	The Inspector recommends that CSNSW undertakes on admission a comprehensive risk assessment for each inmate on national security charges, which is then used to develop individual placement and case plans.	●		
(18)	The Inspector recommends that the AA classification and EHRR and NSI designation should be applied according to an individual risk assessment.	●		
(19)	The Inspector recommends that CSNSW considers developing its capacity to monitor and interpret languages other than English.	●		
(20)	The Inspector recommends that CSNSW considers applying security controls relating to visits, English-language restrictions, and financial restrictions on the basis of an individual risk assessment.	●		
(21)	The Inspector recommends that CSNSW streamlines legal visit approvals for AA, EHRR and NSI inmates to provide timely access for legal representatives.	●		
(22)	The Inspector recommends an increase in the number of AVL suites at HRMCC to facilitate communication with legal representatives.	●		
(23)	The Inspector recommends that CSNSW does not listen to or read confidential legal communications between inmates and their legal representatives.	●		
(24)	The Inspector recommends that inmates on remand for national security offences have access to secure laptops and other legal resources necessary to prepare for trial.	●		
(25)	The Inspector recommends that CSNSW considers removing the restriction on AA, EHRR and NSI inmates speaking with Official Visitors.	●		
(26)	The Inspector recommends that CSNSW ensures that case plans include progression pathways and rehabilitation needs for national security inmates.	●		
(27)	The Inspector recommends that CSNSW reviews the Extreme Threat Inmate framework.	●		

(28) The Inspector recommends that CSNSW develops individual management plans for Extreme Threat Inmates.	●		
(29) The Inspector recommends that CSNSW develops a number of placement options for violent extremists and inmates charged with or convicted of national security offences.	●		
(30) The Inspector recommends CSNSW undertakes a review of the Goulburn Correctional Centre yard placement system.	●		
(31) The Inspector recommends that CSNSW develops a strategic approach to placement to support risk management of violent extremism threats and vulnerabilities.	●		
(32) The Inspector recommends that cell placement is informed by a risk assessment.	●		
(33) The Inspector recommends that inmates charged with or convicted of national security offences are placed according to individual risks and needs.	●		
(34) The Inspector recommends that CSNSW develops placement options and progression pathways to support the disengagement and rehabilitation of violent extremists and national security inmates.	●		
(35) The Inspector recommends that inmates on remand for national security offences are accommodated in a facility, proximate to the courts and to their legal representatives, with regimes and conditions that allow preparation for trial.	●		
(36) The Inspector recommends that CSNSW includes radicalisation risk factors in determining associations and non-associations within the HRMCC.	●		
(37) The Inspector recommends that CSNSW conducts a review of the Behaviour Management framework to ensure the system has sufficient oversight.	●		
(38) The Inspector recommends that CSNSW should only use a Behaviour Management framework for those inmates assessed as institutionally violent.	●		
(39) The Inspector recommends that CSNSW provides education and activities for inmates within the HRMCC, including approved reading materials.	●		
(40) The Inspector recommends that CSNSW establishes a unit to lead and advise on managing and countering violent extremism in NSW prisons.	●		
(41) The Inspector recommends that CSNSW develops and delivers specialised training for staff managing violent extremists and inmates charged with or convicted of national security offences.	●		

(42) The Inspector recommends that CSNSW reviews its strategy for managing extremism in NSW prisons to focus on security, rehabilitation and prevention.	●		
(43) The Inspector recommends that CSNSW collaborates with other correctional systems and research institutions, both in Australia and internationally, to foster an evidence base to guide strategies for managing the radicalisation threat.	●		
(44) The Inspector recommends that CSNSW clarifies the objectives of the Proactive Integrated Support Model program.	●		
(45) The Inspector recommends an independent evaluation of the Proactive Integrated Support Model program.	●		
(46) The Inspector recommends that CSNSW develops and resources a disengagement and rehabilitation strategy for inmates identified as violent extremists.	●		
(47) The Inspector recommends that CSNSW considers expanding Muslim chaplaincy services across NSW prisons.	●		
(48) The Inspector recommends that CSNSW standardises its policy on communal prayer, including Friday prayer.	●		
(49) The Inspector recommends that CSNSW, in collaboration with community experts, develops a policy on the procurement and approval of religious texts for prison libraries and individual inmate property.	●		
(50) The Inspector recommends that CSNSW establishes a policy for cultural and religious events, including the provision of food and the role of external service providers, in consultation with religious and cultural experts.	●		

<b>Use of force, separation, segregation and confinement in NSW Juvenile Justice Centres</b>	<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW*</b>
(1) The Inspector recommends Juvenile Justice consider whether to retain the separate categories of pre-planned, situational or immediate use of force, or whether to use only two categories.			●
(2) The Inspector recommends that Juvenile Justice reduces the use of force to move young people.			●
(3) The Inspector recommends that forcible searching of young people should only be conducted on the basis of reasonable suspicion.			●
(4) The Inspector recommends that Juvenile Justice finalise the draft memorandum of understanding with the NSW Police Force.			●

(5)	The Inspector recommends Juvenile Justice review the detainee incentive scheme and consults with young people to improve consistency across centres.			
(6)	The Inspector recommends Juvenile Justice have regard to the lessons learned from the Chisholm Behaviour Program in developing future programs and policies.			
(7)	The Inspector recommends consideration is given to amending the Children (Detention Centres) Regulation 2015 to reflect the Objective Classification System.			
(8)	The Inspector recommends that Juvenile Justice conduct a review to ensure consistent safeguards are in place in relation to separation, segregation and confinement.			
(9)	The Inspector recommends Juvenile Justice regularly reviews delegations to ensure they reflect existing legislative and governance arrangements and level of seniority of youth officers authorised to make particular delegations.			
(10)	The Inspector recommends Juvenile Justice provides copies of records about segregation over 24 hours to the Executive Director of Juvenile Justice.			
(11)	The Inspector recommends Juvenile Justice ensures young people placed in separation, segregation and confinement are not routinely handcuffed to, from or during visits or exercise; or required to have non-contact visits; and that decisions to impose such restrictions are based on an individual risk assessment.			
(12)	The Inspector recommends Juvenile Justice ensures DRMPs include a requirement for six hours out of room each day; and that young people on separation, segregation or subject to a DRMP spend at least six hours out of their room each day, including access to an outdoor area and physical activity for at least one hour each day, and that decisions to limit time out of room are based on an individual risk assessment.			
(13)	The Inspector recommends that Juvenile Justice review the policy and procedure in relation to the use of force, protective equipment, and instruments of restraint and the policy and procedure in relation to DRMPs to ensure consistency with legislation.			
(14)	The Inspector recommends Juvenile Justice should not carry out strip searching on a routine basis and should replace this practice with a rigorous risk-based assessment process to target the trafficking of contraband.			

(15)	The Inspector recommends Juvenile Justice develops an organisational framework which is evidence based, trauma informed, and consistent with being a child-safe and culturally competent organisation.			
(16)	The Inspector recommends Juvenile Justice and JH&FMHN conduct a review of the management of young people who are in engaging in or threatening self-harm with input from an expert in forensic mental health.			
(17)	The Inspector recommends that young people are not confined for using bad language that is not abusive or threatening.			
(18)	The Inspector recommends that Juvenile Justice reduces the use of confinement as punishment.			
(19)	The Inspector recommends Juvenile Justice ensures young people are confined or segregated in their room whenever possible, subject to an individual risk assessment; to avoid having to wake young people at night to return them to their room.			
(20)	The Inspector recommends Juvenile Justice ensure that wherever possible, subject to an individual risk assessment, young people on separation or segregation are permitted to eat outside of their room.			
(21)	The Inspector recommends Juvenile Justice regularly reviews the meals available for at risk young people to ensure they meet nutritional standards; and investigate the provision of cutlery that is not able to be used for self-harm.			
(22)	The Inspector recommends Juvenile Justice review the amount and range of items and activities, including watching television that are provided to young people placed in separation, segregation and confinement, in consultation with young people.			
(23)	The Inspector recommends Juvenile Justice works with the Department of Education to ensure that young people in separation, segregation and confinement are provided with educational lessons or materials; and any decisions to exclude young people from school are reviewed regularly.			
(24)	The Inspector recommends Juvenile Justice provides programs and activities as part of the implementation of a structured day, particularly in school holidays.			
(25)	The Inspector recommends Juvenile Justice considers whether and how young people in separation, segregation, and confinement may be provided with programs in a modified format, or with program material.			

(26)	The Inspector recommends Juvenile Justice reviews decisions to exclude young people from programs regularly.			
(27)	The Inspector recommends Juvenile Justice reviews centre routines with a view to reducing routine lockdown periods, and increasing the hours that young people spend out of their room each day.			
(28)	The Inspector recommends Juvenile Justice decommissions or refurbishes the Uralba, Taralga, and Tandarra units which were used for the Chisholm Behaviour Program.			
(29)	The Inspector recommends Juvenile Justice outlines and monitors the type and frequency of training permanent and casual staff are expected to complete, as well as the requisite skills and qualifications of trainers.			
(30)	The Inspector recommends Juvenile Justice should record the training undertaken by youth officers and ensure refresher training is undertaken as required.			
(31)	The Inspector recommends Juvenile Justice reviews its training in protective tactics to provide guidance about the circumstances when force or restraints may be used and best practice in using force and restraint on young people, including when young people are located in elevated positions, non-compliant, or when moving a young person who is non-compliant.			
(32)	The Inspector recommends Juvenile Justice considers whether additional measures need to be put in place to mitigate the risk of injuries to staff occurring when force is used.			
(33)	The Inspector recommends that Juvenile Justice provides training to youth officers about the circumstances in which a young person's room should be entered for the safety of staff and young people.			
(34)	The Inspector recommends Juvenile Justice provides training to youth officers about the use of handheld video camera.			
(35)	The Inspector recommends Juvenile Justice develops guidelines in relation to how to use footage for training purposes.			
(36)	The Inspector recommends Juvenile Justice reviews the use and practice of debriefs for staff and young people.			

(37) The Inspector recommends Juvenile Justice ensure all youth officers receive comprehensive and ongoing training about trauma informed practice; managing challenging behaviours; effective communication and negotiation; effective conflict management; including de-escalation techniques; and incident management, including non-violent crisis intervention.			
(38) The Inspector recommends Juvenile Justice reviews the role descriptions and recruitment processes for youth officers to attract suitably qualified and skilled youth officers to work with young people.			
(39) The Inspector recommends Juvenile Justice provides training in report writing to ensure all relevant information is accurate and documented and training to reviewing officers to ensure reports are accurate, and how to identify breaches of legislation and policy; and identify areas of good practice and areas of concern.			
(40) The Inspector recommends Juvenile Justice provides training to staff in relation to the circumstances in which young people may be criminally charged.			
(41) The Inspector recommends Juvenile Justice provides training on the difference between separation, segregation and confinement and the circumstances in which a young person should be segregated on the basis of an individual risk assessment.			
(42) The Inspector recommends Juvenile Justice provides training to youth officers about the importance of making decisions in accordance with their delegated authority.			
(43) The Inspector recommends Juvenile Justice provides training to staff about when, why and how to conduct reviews of confinement.			
(44) The Inspector recommends Juvenile Justice provides training to staff on the impact of separation, segregation and confinement on Aboriginal young people.			
(45) The Inspector recommends Juvenile Justice provide training to officers about the circumstances in which a young person should be placed in a dignity gown to prevent self-harm; and allowing a young person to place the dignity gown on themselves, wherever practicable.			
(46) The Inspector recommends Juvenile Justice provides training about the circumstances in which a search involving the removal of clothing may occur and best practice processes for conducting these searches.			

(47)	The Inspector recommends that Juvenile Justice review the type, number and content of reports to be completed following use of force; who is authorised to review and approve incident and use of force reports; and the role of different approving officers.			
(48)	The Inspector recommends that Juvenile Justice records, monitors, and analyses data about use of force to identify anomalies, gaps and trends, and establishes a system for auditing incidents where force is used to ensure that concerns about practice, reporting and reviews are identified.			
(49)	The Inspector recommends Juvenile Justice implement a system to record the use of restraints and analyse when, how and why individual young people are restrained, and the length of time restraints are applied.			
(50)	The Inspector recommends that Juvenile Justice records, monitors, and analyses the hours that young people spend in separation, segregation, or confinement or a combination of orders to identify anomalies, gaps and trends; and establishes a system for auditing the use of separation, segregation, or confinement to ensure that concerns about practice, reporting and reviews are identified.			
(51)	The Inspector recommends that Juvenile Justice notifies JH&FMHN of every young person who is subject to a pre-planned, situational or immediate use of force.			
(52)	The Inspector recommends JH&FMHN assess every young person who is subject to a pre-planned, situational or immediate use of force as soon as practicable and record whether the young person has sustained injuries or not; and take photographs of any injuries with a young person's consent.			
(53)	The Inspector recommends JH&FMHN consider extending the hours that nurses are onsite at Juvenile Justice centres.			
(54)	The Inspector recommends that Juvenile Justice notifies a parent, carer, or other appropriate adult following a use of force against a young person if the young person is injured or there is a related investigation.			
(55)	The Inspector recommends Juvenile Justice ensures that during investigations child complainants and witnesses are interviewed and provided with an appropriate support person; and advised of the outcome.			

(56)	The Inspector recommends Juvenile Justice provides information to staff about the role of the Ethics & Professional Standards Unit; the circumstances in which investigations will be conducted; the process that will be followed during an investigation; and support staff will receive during an investigation.			
(57)	The Inspector recommends Juvenile Justice work with the Department of Justice, Professional Conduct Committee to review its terms of reference to include identification of practice issues or systemic issues.			
(58)	The Inspector recommends Juvenile Justice notifies the NSW Ombudsman if a young person is placed in separation, segregation, or confinement or a combination of orders that results in a young person being removed from the centre routine or alone in a room for over 24 hours.			
(59)	The Inspector recommends Juvenile Justice works with the NSW Ombudsman to develop a system of notification of pre-planned use of force of young people and strip searching of young people.			

<b>Women on Remand</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	The Inspector recommends that CSNSW implements its Women's Strategy.			
(2)	The Inspector recommends that CSNSW create a Women's Command led by a dedicated Senior Officer to oversee the implementation of the Women's Strategy at all women's correctional centres and women's units attached to male correctional centres in NSW.			
(3)	The Inspector recommends that CSNSW review the need for all women remanded in custody to be received at Silverwater for classification and placement.			
(4)	The Inspector recommends that CSNSW accommodate women on remand close to court, their legal representatives and their families wherever possible.			
(5)	The Inspector recommends that CSNSW create additional accommodation for women on remand in metropolitan Sydney to allow women on remand to be accommodated close to their families.			
(6)	The Inspector recommends that CSNSW undertake a review of the policy and procedure concerning classification and placement to clarify how the Womens Remand Bed Program operates that is consistent with the criteria for classification and placement outlined in the Regulation.			

(7)	The Inspector recommends that CSNSW accommodate remand and sentenced women separately, where practicable.			
(8)	The Inspector recommends that CSNSW consider reviewing women's classification every six months, for women serving three years or less.			
(9)	The Inspector recommends CSNSW review the use of routine strip searches on female inmates and consider a risk-based approach to strip searching utilising technology.			
(10)	The Inspector recommends that CSNSW consider the closure of the Induction Unit at Silverwater and creation of a new induction unit at Silverwater.			
(11)	The Inspector recommends that CSNSW ensure timely access to phone calls and other welfare requirements upon entry to custody to enable women to make arrangements relating to their children and accommodation.			
(12)	The Inspector recommends that CSNSW ensure there is an induction process for new inmates and a centre handbook is provided at all centres.			
(13)	The Inspector recommends that CSNSW ensure female inmates are provided with clothing and bedding as required under Departmental procedure and sanitary and hygiene items.			
(14)	The Inspector recommends that CSNSW ensure interpreter and translation services are available for women who do not speak English.			
(15)	The Inspector recommends that CSNSW ensure that Inmate Development Committees are run regularly, and that Inmate Development Committee delegates are representative of the inmate profile at each centre, including ethnicity, and proportion of sentenced and remand inmates.			
(16)	The Inspector recommends that CSNSW do not accommodate women in a men's unit at Grafton Intake and Transient Centre.			
(17)	The Inspector recommends that CSNSW staff working with women complete training in working with female inmates, Trauma Informed Care and Practice and working with inmates with mental health issues.			
(18)	The Inspector recommends that CSNSW delivers the Remand Addictions Program to women on remand at all centres.			

(19) The Inspector recommends that CSNSW increase employment, activities, programs, and access to education and library services in women's correctional centres and units.			
(20) The Inspector recommends that CSNSW increase cultural support for Aboriginal inmates.			
(21) The Inspector recommends that CSNSW develop partnerships with community organisations to increase access to services for women.			
(22) The Inspector recommends CSNSW and JH&FMHN ensure health centres are appropriately resourced to deal with remand inmates who are detoxing from drugs, experiencing acute mental health issues, and other factors relevant to the remand health profile.			
(23) The Inspector recommends that CSNSW and JH&FMHN consider increasing the number of step down beds at the Mental Health Screening Unit at Silverwater to assist with patient flow between the Mental Health Screening Unit at Silverwater and the Mental Health Unit at Long Bay Hospital.			
(24) The Inspector recommends that JH&FMHN consider increasing the number of beds available for women requiring mental health treatment at the Mental Health Unit at Long Bay Hospital.			
(25) The Inspector recommends that CSNSW ensure counselling and psychological services are available for female inmates at all centres accommodating women.			
(26) The Inspector recommends that JH&FMHN review the waiting lists for health services at women's centres and ensure access to general practitioners, mental health services, drug and alcohol services, and women's health practitioners at all centres with female inmates.			
(27) The Inspector recommends that CSNSW consider establishing an Additional Support Unit for women with severe cognitive impairment or disability.			
(28) The Inspector recommends that JH&FMHN and CSNSW should work together to ensure clinic services are operating efficiently with the aim of reducing patient waitlists.			
(29) The Inspector recommends that CSNSW develop a comprehensive and integrated drug strategy to prevent and detect the supply of illicit drugs; reduce the demand for illicit drugs; and minimise the harm arising from drugs through programs, education and treatment.			

(30) The Inspector recommends that CSNSW increase the number of telephones and AVL suites at centres with remand inmates to facilitate timely access to legal representatives to minimise transports and movements of women.			
(31) The Inspector recommends that CSNSW ensure all libraries are regularly updated with legal resources and library computers provide access to the legal portal.			
(32) The Inspector recommends that DCJ conduct research into why women are granted bail after spending short periods in custody, and CSNSW develop a consistent policy in relation to assisting inmates with sending and receiving paperwork for appeals and bail applications.			
(33) The Inspector recommends that CSNSW consider the creation of a bail and resettlement coordinator position at Women's remand centres to assist women to apply for bail, meet their bail requirements and arrange post-release accommodation and support services.			
(34) The Inspector recommends that CSNSW ensure there are sufficient telephones in women's accommodation units to facilitate contact with family and children.			
(35) The Inspector recommends that CSNSW increase the use of AVL for family visits to maintain family support for women.			
(36) The Inspector recommends that CSNSW identify the issues for women on remand in relation to the care of their children and review the eligibility criteria for the Mothers and Children program and consider expanding the program.			
(37) The Inspector recommends that CSNSW ensure family visiting days are held during the week to facilitate contact between women and their pre-school aged children.			
(38) The Inspector recommends that a review of visits areas occur to ensure all women's centres have appropriate play equipment for children's visits.			

<b>Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW</b>	<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1) Corrective Services NSW ensure prison industry employment at minimum security correctional centres prioritises skill development and work readiness for inmates.			
(2) The Mobile Outreach Program at St Heliers Correctional Centre should continue to be supported, as should other forms of community work at all regional centres where minimum security inmates are accommodated.			

(3)	Corrective Services NSW review policy and practice around the use of non-worker yards, segregation or punishment cells to accommodate non-workers during working hours.			
(4)	Corrective Services NSW ensure that adult education is available to inmates in every facility, including regional facilities, as an essential component in the rehabilitation of inmates.			
(5)	Corrective Services NSW closely monitor education service delivery at all inspected centres.			
(6)	Corrective Services NSW monitor and increase the number of traineeships and part qualification skill sets at minimum security correctional centres.			
(7)	Corrective Services NSW regularly audit functionality of education computers in inspected centres.			
(8)	Corrective Services NSW work to increase the number of inmates undertaking distance education at minimum security centres.			
(9)	Corrective Services NSW improve record keeping in relation to the time taken to process C3 applications.			
(10)	Corrective Services NSW request Justice Infrastructure to review adequacy and efficiency of insulation, ventilation, heating and cooling of inmate accommodation at St Heliers Correctional Centre, Mannus Correctional Centre and Glen Innes Correctional Centre, and ensure regular maintenance is undertaken.			
(11)	Corrective Services NSW and local facility managers must ensure that adequate supplies of clothing appropriate to the climate and work requirements are maintained, replaced when damaged and issued to all inmates on arrival in accordance with Custodial Operations Policy and Procedures.			
(12)	Corrective Services NSW review the standard for mattresses and pillows, to ensure they are fit for purpose and compliant with health and safety standards.			
(13)	Corrective Services NSW and local facility managers must ensure adequate stock of mattresses and pillows that are compliant with the quality standard for mattresses and pillows is maintained, issued to all inmates on arrival, and replaced when damaged.			
(14)	Corrective Services NSW and local facility managers must ensure adequate stock of warm bedding is available by winter each year at inspected facilities, and issued to all inmates as appropriate for the climatic conditions.			

(15)	Corrective Services NSW work to increase awareness of digital communication policies among staff and inmates of inspected centres, and increase use of the existing audio-visual links to facilitate long distance, interstate and international family visits.			
(16)	Justice Health and Forensic Mental Health Network ensure GP leave is covered and that GP and specialist services are provided on a regular and consistent basis at the inspected centres.			
(17)	Corrective Services NSW ensure that Inmate Delegate Committees are run regularly at each inspected centre, and minutes recorded, as required by Custodial Operations Policy and Procedures. Centre-specific recommendations St Heliers Correctional Centre.			
(18)	Corrective Services NSW should support and augment the successful work release program at St Heliers Correctional Centre.			
(19)	Corrective Services NSW request Justice Infrastructure to conduct an audit of maintenance in inmate accommodation areas to ensure compliance with health and safety requirements.			
(20)	Mannus CC Corrective Services NSW refurbish holding and segregation cells to appropriate standards and remove any hanging points.			
(21)	Corrective Services NSW support Yetta Dhinnakkal Centre to provide a renewed focus on cultural activities and programs for Aboriginal inmates.			
(22)	Corrective Services NSW ensure cultural training is delivered to all staff.			
(23)	Corrective Services NSW identify additional educational, cultural and skilled employment opportunities to be targeted for inmates at Ivanhoe Correctional Centre.			
(24)	Corrective Services NSW increase availability of in-person SAPO services at Ivanhoe Correctional Centre, ensuring staff are appropriately supported.			
(25)	Corrective Services NSW review reception and orientation processes to ensure that the needs of non-English speaking inmates are not disadvantaged, and interpreter services are utilised for confidential communications.			
(26)	The viability of the mill at Glen Innes Correctional Centre as a productive enterprise, and as the main source of inmate employment at Glen Innes Correctional Centre should be independently reviewed.			

(27) Corrective Services NSW broaden the range of basic education, certified vocational training and further education at Glen Innes Correctional Centre.			
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<b>Programs, Employment and Education</b>	<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1) Corrective Services NSW investigate innovative recruitment initiatives for vacant psychology staff positions.			
(2) The Intensive Drug and Alcohol Treatment Program (IDATP), the Violent Offender Therapeutic Program (VOTP) and Sex Offender Programs are sufficiently resourced to meet demand and are delivered to eligible and suitable inmates before they reach their earliest possible release date.			
(3) All correctional officers who may be posted in an intensive program area should be required to undertake relevant training.			
(4) Corrective Services NSW should review the accommodation and placement of intensive programs.			
(5) Corrective Services NSW should clarify the eligibility criteria for the EQUIPS Domestic Abuse program.			
(6) Corrective Services NSW consider identifying particular correctional centres for the delivery of EQUIPS programs and prioritise the placement of eligible inmates to these correctional centres.			
(7) Corrective Services NSW prioritise beds in High Intensity Program Unit locations for inmates who meet the High Intensity Program Unit eligibility criteria.			
(8) Corrective Services NSW should review the CSI Policy Manual to clarify the purpose of Corrective Services Industries in reducing recidivism.			
(9) Corrective Services NSW should review the procedure for the approval of section 6(2) orders with a view to making this process more efficient.			
(10) Corrective Services NSW should increase work release opportunities across the NSW correctional system.			
(11) Corrective Services NSW should provide an allowance to all inmates to cover the cost of basic hygiene items and phone calls.			
(12) Corrective Services NSW should review the CSI Policy Manual: 8.2 Inmate Wages System to ensure decision making relating to dismissal is consistent and fair.			
(13) Corrective Services NSW investigate the time taken to complete the security clearance process for new employees with a view to streamlining this process.			

(14)	Corrective Services NSW evaluate the implementation of the education and training reforms with a view to identifying areas for improvement.			
(15)	Corrective Services NSW evaluate the effectiveness of the approval process for vocational training.			
(16)	Corrective Services NSW should ensure that eligible inmates are enrolled in the Intensive Learning Centres to increase the number of Intensive Learning Centre graduates.			
(17)	Corrective Services NSW monitor and increase the number of part qualifications and traineeships.			
(18)	Corrective Services NSW continue to work with the NSW Department of Industry to provide no-cost traineeships for inmates, consistent with traineeships offered in the community.			
(19)	Corrective Services NSW work to increase the number of inmates undertaking distance education.			
(20)	Corrective Services NSW ensure that correctional centre libraries operate according to standard library practice and the Australian Library and Information Association Minimum Standard Guidelines for Library Services to Prisoners, 2015.			
(21)	The creation and maintenance of purpose-built program and education spaces should form part of current and future estate planning.			
(22)	Corrective Services NSW monitor the impact of lock-downs and staffing on program schedules.			
(23)	Corrective Services NSW should be resourced to deliver programs to sentenced and remand inmates and develop program delivery targets for correctional centres with remand inmates.			
(24)	Corrective Services NSW should increase work opportunities for remand inmates.			
(25)	Corrective Services NSW ensure that mainstream programs, employment and education delivered in NSW correctional centres are culturally competent.			
(26)	Corrective Services NSW ensure all offenders eligible for Work and Development Orders are registered.			

Residential Facilities and the Compulsory Drug Treatment Correctional Centre	CSNSW	JH&FMHN	YJNSW
(1) The Inspector recommends that CSNSW review the delegations, policies and procedures at the inspected facilities to ensure they are relevant and consistent with current legislation.			
(2) The Inspector recommends that CSNSW and JH&FMHN review the terms of the service agreement to clarify and ensure the provision of health services to residents at Bolwara Transitional Centre and Parramatta Transitional Centre.			
(3) The Inspector recommends that CSNSW periodically review the purpose and effectiveness of the residential facilities.			
(4) The Inspector recommends that CSNSW develop measures of success for each transitional centre and residential facility that is consistent with its specific purpose.			
(5) The Inspector recommends that CSNSW analyse the training needs of staff in transitional centres and residential facilities, and provide training accordingly.			
(6) The Inspector recommends that CSNSW ensure the current case management of offenders across these facilities is individualised.			
(7) The Inspector recommends that CSNSW identify, maintain and expand linkages with community based partners in reintegrative support.			
(8) The Inspector recommends that CSNSW maximise employment pathways at the transitional centres.			
(9) The Inspector recommends that regular maintenance is undertaken at the residential facilities and transitional centres.			
(10) The Inspector recommends that CSNSW increase the capacity utilisation of the inspected facilities by informing stakeholders of their purpose and operation.			
(11) The Inspector recommends that CSNSW review the eligibility requirements for entry to BTC and the administration of the women's classification system to ensure that Aboriginal women can readily access the program.			
(12) The Inspector recommends that CSNSW review the costs to offenders across the facilities.			
(13) The Inspector recommends that CSNSW expedite eligibility and suitability assessments at the CDTCC.			

(14)	The Inspector recommends that CSNSW facilitate purposeful activities during waiting periods for the commencement of RUSH in Stage 1 at the CDTCC.			
(15)	The Inspector recommends that CSNSW increase the availability of educational and training offerings at the CDTCC and maximise the use of existing resources to support the therapeutic objectives of the Compulsory Drug Treatment Program.			
(16)	The Inspector recommends that CSNSW provide work-readiness activities at the CDTCC and refer participants to the work release program early where they have identified employment as a priority.			
(17)	The Inspector recommends that CSNSW consider implementing a community projects team at the CDTCC to provide a work program for those participants not employed externally.			
(18)	The Inspector recommends that CSNSW review the CDTCC's case management and support framework to strengthen the therapeutic community environment in Stage 2.			
(19)	The Inspector recommends that CSNSW review the practice of placing participants who have been regressed for breaches of the rules in the same area as newly arrived Stage 1 participants and consider alternative placement options.			
(20)	The Inspector recommends that CSNSW consider constructing a camera cell/s at the CDTCC for the temporary observation of participants.			
(21)	The Inspector recommends that CSNSW amend the CDTCC's Standard Operating Procedure – Searching Participants to ensure that strip searching practice is governed in accordance with statutory and state-wide policy provisions.			
(22)	The Inspector recommends that CSNSW review the induction process at BTC to ensure it is culturally appropriate and accessible to residents.			
(23)	The Inspector recommends that CSNSW increase access to community-based and onsite activities, programs and services for residents at BTC.			
(24)	The Inspector recommends that CSNSW provide working, internet-enabled computers at BTC for use by residents.			
(25)	The Inspector recommends that CSNSW consider establishing a funded visiting Elder position or positions at BTC.			

(26)	The Inspector recommends that CSNSW prioritise the recruitment and retention of Aboriginal staff members and consider establishing identified positions at BTC.			
(27)	The Inspector recommends that CSNSW conduct a Work Health and Safety audit of the PTC premises.			
(28)	The Inspector recommends that CSNSW is allocated sufficient budget for minor capital works at PTC to account for the additional costs of repairs and upgrades associated with the heritage site.			
(29)	The Inspector recommends that CSNSW provide working internet-enabled computers at PTC for use by residents.			
(30)	The Inspector recommends that CSNSW consider expanding the capacity of the Miruma program to address demand.			
(31)	The Inspector recommends that CSNSW coordinate year-round access to programs and activities for residents at Miruma.			
(32)	The Inspector recommends that CSNSW facilitate access at Miruma to a community-based AOD clinician.			
(33)	The Inspector recommends that CSNSW maximise the use of existing infrastructure and outdoor spaces on the Miruma site to better serve the function of the program.			
(34)	The Inspector recommends that CSNSW coordinate year-round access to programs, education (including distance education) and activities for residents at Balund-a.			
(35)	The Inspector recommends that CSNSW support and strengthen the continued involvement of Elders at Balund-a.			
(36)	The Inspector recommends that CSNSW support residents at Balund-a to attend funerals in the community.			
(37)	The Inspector recommends that CSNSW explore alternative shopping options for Balund-a residents that offer lower costs for residents.			
(38)	The Inspector recommends that CSNSW provide working internet-enabled computers at Balund-a for use by residents.			
(39)	The Inspector recommends that CSNSW maximise the use of the Balund-a site and its farm as a source of education, training and activities for residents, and expand opportunities to involve residents in site improvement projects.			
(40)	The Inspector recommends that CSNSW provide information at induction to Balund-a residents about their progression through the program, drug testing procedures and the supporting case management framework.			

(41)	The Inspector recommends that CSNSW consider establishing an identified AOD counsellor position at Balund-a.			
(42)	The Inspector recommends that CSNSW review the practice of placing residents who have been regressed for breaches of the rules in the same area as newly arrived residents and consider alternative placement options.			
(43)	The Inspector recommends that CSNSW use the existing audio-visual link (AVL) suite to facilitate family visits for residents at Balund-a.			
(44)	The Inspector recommends that CSNSW review the application of sanctions at Nunyara to ensure they are proportionate.			
(45)	The Inspector recommends that CSNSW identify and secure, through partnerships with government and non-government organisations, suitable accommodation for aged and infirm offenders subject to community supervision.			
(46)	The Inspector recommends that CSNSW allocate the whole of the originally occupied site to Nunyara to increase its capacity and provide greater opportunities for onsite activities.			
(47)	The Inspector recommends that CSNSW develop and implement a prescribed training program for staff at Nunyara to manage the increasingly complex and diverse needs of its residents, including aged care considerations.			

<b>Inspection of Mary Wade Correctional Centre</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	Corrective Services NSW establish a structured induction process at Mary Wade Correctional Centre and publish the Mary Wade Correctional Centre Local Handbook in languages relevant to the women in custody at Mary Wade Correctional Centre.			
(2)	Corrective Services NSW use interpreters at Mary Wade Correctional Centre in accordance with the requirements of the CSNSW Custodial Operations Policy and Procedures - 11.1 Language Services.*			
(3)	Corrective Services NSW review service plans generated for people remanded in custody in NSW at least every six months and each time they are transferred to a new correctional centre. *			
(4)	Corrective Services NSW ensure there are adequate bathroom facilities accessible to women throughout the day at Mary Wade Correctional Centre.			

(5)	Corrective Services NSW deliver training to Mary Wade Correctional Centre staff on conducting strip searches on women and cease the practice of routine strip searching women in custody in NSW after non-contact visits.			
(6)	Corrective Services NSW articulate and monitor acceptable standards of professional language at Mary Wade Correctional Centre.			
(7)	Justice Health & Forensic Mental Health Network provide a 24-hour onsite health care service at Mary Wade Correctional Centre and increase the range and availability of mental health services for women at Mary Wade Correctional Centre.			
(8)	Justice Health & Forensic Mental Health Network introduce long acting OST injections at Mary Wade Correctional Centre and other women's centres.			
(9)	Corrective Services NSW ensure a psychologist is available to provide psychology services at Mary Wade Correctional Centre five days per week.*			
(10)	Corrective Services NSW remunerate Aboriginal Elders and community mentors to attend Mary Wade Correctional Centre.*			
(11)	Corrective Services NSW display visitor information at the Mary Wade Correctional Centre reception in a range of languages.*			
(12)	Corrective Services NSW ensure a visit session is available at Mary Wade Correctional Centre between Monday and Friday for children in out of home care.			
(13)	Corrective Services NSW ensure that current information about family video visits is included in local correctional centre handbooks, and is accessible to people from non-English speaking backgrounds.			
(14)	Corrective Services NSW install another phone in the Acacia unit at Mary Wade Correctional Centre.*			
(15)	Corrective Services NSW identify alternatives to disciplinary sanctions that restrict family contact to address correctional centre offences by women in custody.			
(16)	Corrective Services NSW consider providing English language education at Mary Wade Correctional Centre.			
(17)	Corrective Services NSW review the format for delivery of programs at Mary Wade Correctional Centre to ensure that the opportunity for completion of programs is maximised.*			
(18)	Corrective Services NSW upgrade security measures in the accommodation unit yards at Mary Wade Correctional Centre to create additional employment.			

(19)	Corrective Services NSW provide work instruction and health and safety documentation in languages other than English to women employed at Mary Wade Correctional Centre who require interpreters.			
(20)	Corrective Services NSW ensure Acacia unit is provided with the same level of access to legal resources as the other accommodation units at Mary Wade Correctional Centre.			
(21)	Corrective Services NSW develop a Local Operating Procedure at Mary Wade Correctional Centre to address release planning activities and responsibilities. Corrective Services NSW develop a Local Operating Procedure at Mary Wade Correctional Centre to address release planning activities and responsibilities.			

*\*Not applicable to the centre due to population change, hence not achieved.*

<b>Inspection of Cooma Correctional Centre</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	Corrective Services NSW review emergency management plans at Cooma Correctional Centre and develop a bushfire management plan.			
(2)	Corrective Services NSW ensure inmates assessed as being at risk of self-harm are safely accommodated with suitably covered mattresses.			
(3)	Corrective Services NSW monitor separation orders at Cooma Correctional Centre and ensure timely transfer of those inmates from Cooma Correctional Centre.			
(4)	Corrective Services NSW review the reception and induction process at Cooma Correctional Centre.			
(5)	Corrective Services NSW ensures Cooma Correctional Centre is maintaining stock management and quality controls to ensure they meet inmate demand for clothing and bedding.			
(6)	Corrective Services NSW reviews the adequacy of training of all Classification and Placement staff.			
(7)	Corrective Services NSW constructs a secure vehicle entry at Cooma Correctional Centre.			
(8)	Corrective Services NSW review inmate movements at Cooma Correctional Centre and explore timely and efficient transfer of inmates to their gaol of classification.			
(9)	Corrective Services NSW reduces the number of inmates who are accommodated in cells built in the 1870s.			
(10)	Corrective Services NSW ensures regular maintenance audits are undertaken, at Cooma Correctional Centre.			

(11)	Corrective Services NSW and JH&FMHN explore the establishment of a satellite health clinic in Area 2.			
(12)	Corrective Services NSW review the adequacy of facilities for psychology services at Cooma Correctional Centre.			
(13)	Corrective Services NSW increases the average time out of cells in Area 1.			
(14)	Corrective Services NSW explore a weekend library or out of hours lending service for inmates in Area 1.			
(15)	Corrective Services NSW establishes a visiting Elder program to Cooma Correctional Centre.			
(16)	Corrective Services NSW installs a sound barrier/ privacy screen to inmate phones in Area 2.			
(17)	Corrective Services NSW continues the use of tablets at Cooma Correctional Centre to facilitate family contact.			
(18)	Corrective Services NSW increase purposeful day activities at Cooma Correctional Centre for inmates who are no longer eligible for custody-based criminogenic programs.			
(19)	Corrective Services NSW review the operation of the High Intensity Programs Unit at Cooma Correctional Centre.			
(20)	Corrective Services NSW ceases the practice of placing inmates in the non-worker holding cell at Cooma Correctional Centre.			
(21)	Corrective Services NSW increase education and training opportunities for inmates and increase completions in vocational training courses and qualification skill sets.			

<b>Inspection of Oberon Correctional Centre</b>		<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1)	Corrective Services NSW ensure staff meet their ongoing training requirements by delivering face to face training at remote centres either in person or through the use of technology.			
(2)	Corrective Services NSW review reception procedures at Oberon CC to ensure inmate privacy and confidentiality of information.			
(3)	Corrective Services NSW ensure centres are maintaining stock management and quality controls to ensure they can provide inmate clothing and bedding entitlements.			

(4)	<p>Corrective Services NSW conduct:</p> <p>a) a maintenance audit of inmate accommodation and facilities at Oberon CC to ensure compliance with health and safety requirements;</p> <p>b) regular maintenance at Oberon CC of segregation cells and the provision of adequate bedding; and</p> <p>c) an audit of essential ground maintenance and farming equipment at Oberon CC.</p>			
(5)	Justice Health & Forensic Mental Health Network continue to monitor the standard of health services delivered to inmates at Oberon CC.			
(6)	Corrective Services NSW ensure regular psychology services are accessible to inmates at Oberon CC.			
(7)	Corrective Services NSW ensure adequate cooking appliances are available in accommodation units at Oberon CC to cater for religious and cooking needs.			
(8)	Corrective Services NSW ensure library services at Oberon CC are adequately maintained and readily accessible to inmates.			
(9)	Corrective Services NSW increase the number of Aboriginal young people participating in the Young Adult Offender Program and reinstate the visiting Elder program at Oberon CC.			
(10)	Corrective Services NSW explore the continued use of tablets at Oberon CC to facilitate family contact and support.			
(11)	Corrective Services NSW review the Young Adult Offender Program and establish an Oberon CC based coordinator role for the Young Adult Offender Program.			
(12)	Corrective Services NSW consider the provision of programs for adult inmates at Oberon CC.			
(13)	Corrective Services NSW review the adequacy of training of all classification and placement staff and senior officers at Oberon CC.			
(14)	Corrective Services NSW maintain work release opportunities and consider the creation of community projects at Oberon CC.			

Kariong and Kirkconnell Correctional Centres and the Integration Support Centre	CSNSW	JH&FMHN	YJNSW
(1) The Inspector recommends that CSNSW develop policies and procedures in relation to fitting electronic monitoring equipment in correctional centres to ensure inmate safety.			
(2) The Inspector recommends that CSNSW provide staff with training to ensure that professional language is used that reflects contemporary correctional practice.			
(3) The Inspector recommends that CSNSW ensure furniture in inmate accommodation areas is fit for purpose			
(4) The Inspector recommends that JH&FMHN ensure the GP service is provided on a regular basis at Kirkconnell CC.			
(5) The Inspector recommends that CSNSW ensure that Risk Intervention Team Management Plans are reviewed in accordance with the identified review timeframes.			
(6) The Inspector recommends that CSNSW review the adequacy of reception facilities and removes hanging points at Kariong Correctional Centre.			
(7) The Inspector recommends that CSNSW undertake a review of court transport routes.			
(8) The Inspector recommends that CSNSW removes and prevents mould in inmate accommodation.			
(9) The Inspector recommends that CSNSW review CCTV coverage at Kirkconnell Correctional Centre.			
(10) The Inspector recommends that personal information relating to inmates should be confidential and not accessible by inmate reception clerks.			
(11) The Inspector recommends that CSNSW ensure that the 6.2 permit application process is consistent with legislation and policy.			
(12) The Inspector recommends inmates attending court via AVL at Bathurst Correctional Centre return to Kirkconnell Correctional Centre the same day, until a suitable AVL option is installed at Kirkconnell Correctional Centre.			
(13) The Inspector recommends that CSNSW provide specialist programs to address offending behaviour.			
(14) The Inspector recommends that CSNSW collect data and statistical information about the Integration Support Centre and its operations.			
(15) The Inspector recommends that CSNSW analyse staff training needs, provide training, and ensure that staff are provided with necessary personal protective equipment.			

Inspection of Macquarie Correctional Centre and Hunter Correctional Centre	CSNSW	JH&FMHN	YJNSW
(1) Future estate planning should focus on the provision of single-cell and double-cell accommodation.			
(2) The installation of IPTV kiosks or similar to enable inmates to check their accounts, visits and other matters should be explored across the NSW correctional system.			
(3) All correctional centres should provide a ratio of at least one telephone per 20 inmates and ensure inmates have telephone access at times suitable for regular contact with children.			
(4) Shade cloths should be installed in the oval and activities areas of Macquarie Correctional Centre and Hunter Correctional Centre. Adequate seating should be available in these areas.			
(5) Macquarie Correctional Centre and Hunter Correctional Centre are equipped with library facilities that comply with the Australian Library and Information Association's Minimum Standard Guidelines for Library Services to Prisoners and Corrective Services NSW policy.			
(6) Corrective Services NSW increase time out of cells and introduce a longer structured day across the NSW correctional system.			
(7) The current staffing profiles of Macquarie Correctional Centre and Hunter Correctional Centre should be maintained.			
(8) The implementation of 12-hour shifts is considered for other correctional centres.			
(9) Progression pathways to minimum security are developed for Macquarie Correctional Centre inmates that provide corresponding opportunities for rehabilitation and reintegration.			
(10) Inmates placed at Macquarie Correctional Centre should be carefully selected.			
(11) Corrective Services NSW review the process for classifying and placing inmates at Macquarie Correctional Centre to ensure the identification of all suitable inmates.			
(12) Macquarie Correctional Centre should ensure that strip searching practices comply with Corrective Services NSW policy and introduce body scanners.			
(13) Macquarie Correctional Centre staff require additional training on the differences between segregation, separation and confinement to a cell for committing a correctional centre offence.			

(14)	Macquarie Correctional Centre provide additional training to staff focused on inmate mental health and trauma-informed practice.			
(15)	Brush Farm Corrective Services Academy deliver staff training in remote or regional locations where required.			
(16)	The availability of dental services at Macquarie Correctional Centre should be increased.			
(17)	The recruitment and retention of psychology staff at Macquarie Correctional Centre should be prioritised.			
(18)	Corrective Services NSW should review the use of Hunter Correctional Centre as a location for aged and frail inmates.			
(19)	Corrective Services NSW needs to clarify the purpose of Hunter Correctional Centre. The classification and placement of inmates to Hunter Correctional Centre should align with this purpose.			
(20)	Progression pathways to minimum security are developed for Hunter Correctional Centre inmates that provide corresponding opportunities for rehabilitation and reintegration in an environment suitable for inmates who have placement and association restrictions.			
(21)	Inmates placed at Hunter Correctional Centre should be carefully selected.			
(22)	Hunter Correctional Centre should take the nature of an inmate's offending into account in decisions about dormitory placement to avoid bullying and harassment between inmates.			
(23)	Hunter Correctional Centre should ensure that strip searching practices comply with Corrective Services NSW policy and introduce body scanners.			
(24)	Hunter Correctional Centre staff require additional training on the differences between segregation, separation and confinement to a cell for committing a correctional centre offence.			
(25)	Corrective Services NSW should develop a policy regarding the use of Multipurpose Units in NSW correctional centres.			
(26)	Hunter Correctional Centre requires stability of personnel occupying senior management positions.			
(27)	Custodial staff at Hunter Correctional Centre require further training including on deescalation, managing vulnerable inmates and respectful interactions with inmates.			
(28)	Hunter Correctional Centre's health centre should be resourced to meet the health needs of its old and frail inmate population.			

(29) The availability of psychiatric and mental health nurse services at Hunter Correctional Centre should be increased.		●	
(30) Resourcing for the completion of sex offender risk assessments needs to be increased and prioritised at locations holding inmates with current sex offence convictions.	●		
(31) A play area and toys for children should be provided in the indoor part of Hunter Correctional Centre's visits area. Visitors with children should be consistently seated outdoors where possible.	●		
(32) Corrective Services NSW should review the aged and frail inmate policy to provide clarity in relation to the requirement for aged and frail inmates to work.	●		
(33) Corrective Services NSW should review the program, education and employment offerings at Hunter Correctional Centre to ensure they reflect its inmate population and overarching goals.	●		

<b>Inspection of Six Youth Justice Centres in NSW</b>	<b>CSNSW</b>	<b>JH&amp;FMHN</b>	<b>YJNSW</b>
(1) YJNSW ensures all holding rooms are cleaned on a daily basis to ensure that hygiene requirements are met.			●
(2) YJNSW and JH&FMHN ensure that young people take part in an initial risk assessment within two hours of reception and full health assessment within 48 hours of reception.		●	●
(3) YJNSW ensures young women and girls remanded in custody in the Greater Sydney region are received at Reiby YJC.			●
(4) YJNSW review the way in which young people, who are considered to be at risk of self-harm and suicide, are managed and review the number of camera rooms in each centre.			●
(5) YJNSW introduce stock-management controls to maintain sufficient stock of clothing and bedding to meet entitlements of young people in custody.			●
(6) YJNSW staff are trained on the legislative provisions around partially clothed body searches and cease routine partially clothed body searches before and after visits.			●
(7) YJNSW develops a contraband detection strategy using technological capabilities, such as body scanners.			●
(8) YJNSW reviews centre menus to ensure they meet dietary and nutritional standards for young people in custody.			●

(9)	YJNSW custodial staff are provided with training on their legislative obligations in regards to complaints handling.			
(10)	Secure letter boxes are placed in each accommodation unit in all YJCs so young people can make a confidential complaint to the centre manager, Official Visitor or NSW Ombudsman.			
(11)	YJNSW review the adequacy of Aboriginal legal services to Aboriginal young people in detention and levels of appropriate funding.			
(12)	The Bail Assessment Program at Orana YJC is replicated in all youth justice centres in NSW, with particular priority for children under 14 years of age, in order to address the issue around finding timely and suitable accommodation for young people.			
(13)	YJNSW provide all staff with additional training in relational security.			
(14)	YJNSW regularly audits at least one third of all video footage of incidents involving the use of force across all centres to ensure compliance with section 5 of the UOF, Protective Equipment and Instruments of restraint policy.			
(15)	YJNSW consider the introduction of body worn cameras for staff to record incidents including use of force.			
(16)	YJNSW work with JH&FMHN to establish extended health centre hours to ensure all medication is distributed by nursing staff and when necessary YJNSW staff who are appropriately trained in the administering of prescribed medication.			
(17)	YJNSW ensures staff training and refresher training addresses self-harm behaviours of young people in custody.			
(18)	YJNSW create a programs and activities co-ordinator to ensure all centres implement a programs and activities plan.			
(19)	YJNSW implements an Aboriginal Elder program to support and provide guidance to Aboriginal young people.			
(20)	YJNSW provides ongoing support and training for caseworkers.			
(21)	YJNSW coordinates access to the NDIS for eligible young people.			
(22)	Cobham YJC undertakes regular cleaning of the Tandarra Unit.			
(23)	Cobham YJC ceases the practice of placing young women and girls in the Tandarra unit which accommodates boys and young men.			

(24)	YJNSW ensures the induction unit at Cobham YJC is a modern unit with communal eating and social spaces.			
(25)	YJNSW conduct a review of the visits area at Cobham YJC to enable more contact visits to take place with young people and their families.			
(26)	YJNSW ensures young people in the HRU at Cobham are seen by a nurse and have access to a centre-based psychologist seven days a week.			
(27)	Cobham YJC ensures interview rooms or other appropriate space that ensures confidentiality are used to facilitate psychological assessment and intervention.			
(28)	YJNSW provides training in Islam and associated cultural practices.			
(29)	YJNSW identify and repair structural and design weaknesses within Orana YJC and its buildings.			
(30)	Orana YJC utilises both the indoor and outdoor visits area.			
(31)	YJNSW ensures young people at Orana YJC have access to psychology services.			
(32)	Reiby YJC ensures the segregation unit is regularly cleaned and maintained.			
(33)	YJNSW ensures that CCTV footage of use of force incidents are retained as per NSW Government record keeping procedures.			
(34)	Reiby YJC identify adequate counselling space for psychology services.			
(35)	YJNSW makes necessary structural and security changes to the Waratah unit to separately accommodate young women.			
(36)	YJNSW regularly audits Acmena YJC to ensure all holding rooms, including toilet and shower facilities, are cleaned daily and comply with applicable regulations and cleaning standards.			
(37)	Acmena YJC install privacy screens so as to afford appropriate privacy to young people in the admissions area.			
(38)	YJNSW consider constructing yards adjoining the Jacaranda and Clarence accommodation units, to enable young people to participate in outdoor activities in a safe and secure location.			
(39)	Acmena YJC install additional telephone for use by young people.			

(40)	The centre manager at Acmena YJC, in compliance with legislation, maintains a complaints management system and ensures that both young people and staff are aware of, and understand, the process.			
(41)	Acmena YJC and Aboriginal Legal Services establish a schedule of regular visits to the centre.			
(42)	Acmena YJC reviews the Client Assessment Meeting process to ensure young people are treated fairly.			
(43)	Acmena YJC ensures young people spend ten hours out of their room each day and young people not attending school are provided with meaningful time out of their room.			
(44)	Acmena YJC ensures that caseworkers have regular meetings with young people and for there to be a defined, private meeting space for them to meet with young people.			
(45)	Frank Baxter YJC ensures regular and meaningful detainee representative committee meetings occur.			
(46)	Frank Baxter YJC reviews the misbehaviour process to ensure young people receive procedural fairness.			
(47)	(Frank Baxter YJC) JH&FMHN prioritise the recruitment of health staff at the centre.			
(48)	YJNSW ensures young people in the HRU and ESU and Frank Baxter are placed on DRMPs that provide for a minimum number of hours out of their room and access to a nurse and psychologist seven days a week.			
(49)	YJNSW installs additional telephones for young people at Riverina YJC.			
(50)	Riverina YJC implements monthly detainee representation committee meetings.			
(51)	Riverina YJC staff undertake further training relating to when and how to use force.			

Health Services in NSW Correctional Centres		CSNSW	JH&FMHN	GEO Group
(1)	A review of the custodial health delivery model occurs to ensure health care provided to inmates is comparable to that available in the community.			
(2)	JH&FMHN ensure the shared model of care is supported by ongoing adequate training, supervision and credentialing for all primary care nurses, with avenues for identifying and addressing skill gaps.			

(3)	CSNSW and JH&FMHN regularly review the Risk Intervention Team model including the staffing makeup of the Risk Intervention Team, therapeutic interventions, and review procedures in all correctional centres including privately operated facilities.			
(4)	JH&FMHN record and monitor waitlists for the Mental Health Screening Unit to accurately assess demand for services.			
(5)	CSNSW and JH&FMHN develop a shared strategy for mental health given the size of demand and the resource implications for both agencies.			
(6)	CSNSW increase the number of acute, sub-acute, step-down and mental health screening beds available in the system and collaborate with JH&FMHN and other stakeholders around appropriate models for operation.			
(7)	CSNSW consider locating sub-acute mental health beds for sentenced inmates at a correctional centre housing sentenced inmates and step-down mental health beds for remand inmates at a remand centre.			
(8)	Standardise targets for vaccinations and BBV/STI screening and treatment targets across public and private health providers.			
(9)	CSNSW and JH&FMHN through the Harm Reduction Reference Group (HRRG) continue to consider the research and benefits of current and alternate harm minimisation approaches.			
(10)	Health service providers ensure health promotion activities for a range of literacy levels and cultural backgrounds take place at all correctional centres.			
(11)	CSNSW and JH&FMHN prioritise the full implementation of long-acting/injectable OST.			
(12)	A range of medical and non-medical drug and alcohol interventions should be available to all inmates regardless of sentencing status.			
(13)	Accredited Aboriginal-specific drug and alcohol programs are made available in all correctional centres, with special attention to course content, facilitator, delivery setting, and retention strategies.			
(14)	CSNSW review the delivery of Remand Addictions and ensure delivery targets are met at correctional centres.			
(15)	All health service providers bring their level of service in relation to culturally safe comprehensive primary health care for Aboriginal inmates in line with JH&FMHN policies and practices and equivalent community standards.			

(16)	JH&FMHN and private health providers staff all correctional centres with Aboriginal and Torres Strait Islander Health Workers/ Practitioners, and identified Aboriginal health staff and collaborate with relevant peak bodies regarding clinical and cultural support.			
(17)	JH&FMHN and private health providers continue to explore partnerships with Aboriginal Medical Services and funding models to support provision of culturally safe primary health care.			
(18)	Advocating for a trial for access to Medicare for Aboriginal inmates and/or MBS items for Aboriginal and Torres Strait Islanders where the current services are unable to meet comparable community service models for Aboriginal and Torres Strait Islander people in the community.			
(19)	All custodial and health service providers increase the cultural competency and cultural safety of their workforce, and support this with ongoing training, supervision and leadership.			
(20)	CSNSW and JH&FMHN, and the private custodial and health providers, develop an Aboriginal social and emotional wellbeing plan to support connection to culture and social and emotional wellbeing for Aboriginal inmates.			
(21)	JH&FMHN continue to explore options for saving time on dispensing medication to allow nursing staff to focus on health assessments and primary health clinics.			
(22)	JH&FMHN is funded commensurate to the demand for pharmaceutical expenses.			
(23)	Allow Junee CC and other private health providers to access the JH&FMHN dental waitlist.			
(24)	CSNSW provide necessary hygiene items to all inmates.			
(25)	CSNSW implement an appropriately planned and resourced Medical Escorts Unit to service key regional and metropolitan hubs.			
(26)	JH&FMHN, private health providers, and CSNSW work together to ensure information sharing occurs in accordance with policy.			
(27)	JH&FMHN and private health providers delivering reception assessments provide education and training programs and ensure staff are trained to conduct Reception Screening Assessments, initial competency is confirmed, ongoing competency maintained, and ensure staff are afforded opportunities to address knowledge gaps.			
(28)	JH&FMHN and private health providers ensure the health screening process for interfacility transfers is optimised by a thorough health assessment.			

(29) CSNSW and health providers work together to allow inmates to access the clinic to make requests in person to supplement the paper-based request system; explore mechanisms for improving access to the clinic for lower literacy and lower mobility inmates; and implement auditable systems that record requests for health services.			
(30) CSNSW and private providers ensure paper-based self-referral forms and locked boxes are freely available to inmates in a number of settings including accommodation, library and employment areas to allow unfettered and confidential access.			
(31) CSNSW and other private operators develop a system for recording, monitoring, and auditing after-hours intercom use.			
(32) JH&FMHN and private health providers further develop advanced nursing practice and Nurse Practitioners to increase the access to timely primary care.			
(33) JH&FMHN and private health providers continue to explore innovations in managing waitlists, and consider appropriate targets for waiting times for each health service and mitigation action if these are not met.			
(34) JH&FMHN, private health providers and CSNSW develop an action plan for each correctional centre to increase patient access to the health centre for treatment from 0800hr – 1130hr and 1230hr to 1430hr and provide sufficient escort and supervision to allow all clinic rooms to be utilised for maximum efficiency.			
(35) JH&FMHN and private health providers should continue to examine clinic level data for GPs and develop solutions to improve performance where required.			
(36) CSNSW ensure that all future capital works for health centres are: a. designed with the collaboration of JH&FMHN or the relevant private health provider from the outset b. commensurate to the size of the inmate population c. designed with privacy and flow in mind, for example, sufficient holding rooms, waiting areas, screening of medication dispensing areas from correctional centre traffic, and large windows for supervision and line of sight without audibility.			
(37) CSNSW or private operator staff assisting with health centre escorts and supervision ensure that inmate privacy and confidentiality is maintained.			
(38) JH&FMHN and CSNSW jointly review Management Service Agreements to improve patient access and flow, including during lockdowns if it is safe to do so, and develop an escalation policy to trigger joint teamwork and intervention where issues emerge.			

(39)	JH&FMHN and private health providers monitor workforce trends, develop a workforce management strategy, and continue to develop innovative solutions to address service delivery gaps.			
(40)	JH&FMHN and private health providers expand and maximise telehealth to fill service delivery gaps and increase patient access to care.			
(41)	CSNSW support JH&FMHN use of AVL suites and digital cameras for telehealth.			
(42)	CSNSW with JH&FMHN create sufficient aged care beds in the Sydney metropolitan area with regard to an appropriate physical environment for ease of basic living such as ambulating and showering, and adequate levels of access to health services.			
(43)	CSNSW ensure eligible inmates who are terminally ill are aware of the ability to apply for parole.			
(44)	JH&FMHN include GEO and other private health providers within the implementation of Titanium, PACS/RIS, JHeHS functionality upgrades and any future electronic information system upgrades.			
(45)	JH&FMHN should develop procedures in relation to use and review of the My Health record.			
(46)	JH&FMHN and NSW Health support the plan to migrate to a single integrated e-health record, including electronic medication management and prescribing, in line with current scheduled timeframes.			
(47)	JH&FMHN and the private health providers support discharge planning for selected Aboriginal and complex primary care level patients.			
(48)	Consideration should be given to ongoing advocacy to allow inmate access to Medicare, particularly in the area of Aboriginal health services and complex primary care level patients.			
(49)	JH&FMHN and CSNSW consider consistent KPIs for health service delivery across public and private health service providers.			
(50)	JH&FMHN are resourced commensurate to size of the prison population, with regard to wage price index and health price index.			



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