



Inspector of
Custodial Services

Inspector of Custodial Services

Annual Report 2019-2020



Inspector of Custodial Services

Produced by Inspector of Custodial Services

Level 3, 50 Phillip Street
Sydney NSW 2000

P: 02 8061 9387

W: www.custodialinspector.justice.nsw.gov.au

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(October 2020)

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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.

Postal address: GPO Box 6, DX 1227, Sydney, NSW 2001

Telephone: 02 8061 9387

Email: custodialinspector@justice.nsw.gov.au

1.1.2 Staff

The permanent staffing establishment during the 2019-20 financial year was four Senior Inspection/Research Officers, one Inspection/Research Officer, two Research Assistants, one Official Visitor Coordinator, and one Executive Support Officer.

In addition to the permanent establishment, there were two temporary Principal Inspection Officers, two temporary part-time Administration Assistants, one graduate position and one Aboriginal Cadet.

1.1.3 Budget

The ICS is an independent statutory office. The budget for the 2019-20 financial year was \$2.516 million. The actual costs for the 2019-20 financial year were \$2.771 million.

1.1.4 Additional resources

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

Inspection Officers from the Western Australia Office of the Inspector of Custodial Services and Queensland Chief Inspectors Office have also assisted this office.

The office hosted several interns through programs offered through the University of NSW Faculty of Law and the University of NSW Faculty of Arts and Social Sciences. The Inspector of Custodial Services 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 custodial centre once every five years and every juvenile justice centre once every three years.

Included within the jurisdiction of the ICS during the 2019-20 financial year were 41 correctional centres¹, two transitional centres, two residential facilities and one community offender support program, eleven 24 hour court cell complexes and 42 court cell locations that are managed by CSNSW, 150 inmate transport escort vehicles² and six youth justice centres and 23 detainee transport vehicles.

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),

1 Including Berrima Correctional Centre, Brewarrina (Yetta Dhinnakkal) Centre, Ivanhoe Correctional Centre, Grafton Correctional Centre and Illawarra Reintegration Centre which are now closed.

2 Number does not include vehicles for privately operated correctional centres Junee Correctional Centre, Parklea Correctional Centre and Clarence Correctional Centre.

- 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 facilities and services. In addition to inspections, the Inspector also conducts liaison visits to 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

To respond to the legislative obligations using the resources available, a theme-based model of inspection has been utilised. This allows multiple custodial facilities to be included in a single theme-based inspection. In the 2018-19 financial year, the ICS reviewed this methodology and has commenced individual centre inspections, in addition to theme-based inspections.

Over the 2019-20 financial year, the ICS undertook or tabled reports relating to the following inspections:

1.3.1.1 Women on remand

The 2015–16 Annual Report observed that the female remand population was the fastest growing part of the rising prison population in NSW. This inspection examined the conditions, treatment and outcomes for women detained on remand in NSW correctional centres. Grafton Correctional Centre, Dillwynia Correctional Centre, Silverwater Women's Correctional Centre and Wellington Correctional Centre were included in this inspection. The Women on Remand report was tabled in February 2020 and included 38 recommendations.

1.3.1.2 Minimum Security

In February 2020 a report titled 'Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW' was tabled in NSW Parliament by the ICS. Five correctional centres were inspected between November 2017 and May 2018, including St Heliers Correctional Centre, Mannus Correctional Centre, Brewarrina (Yetta Dhinnakkal) Centre, Ivanhoe (Warakirri) Centre, and Glen Innes Correctional Centre. The inspection focused on the provision of rehabilitation and pre-release activities, as well as the care and wellbeing of inmates. The report found minimum security centres play an important role in preparing prisoners for reintegration into the community and put forward 27 recommendations to support their operation.

1.3.1.3 Provision of health services

The 2016-17 Annual Report observed that the highest number of complaints recorded by Official Visitors related to medical issues. This inspection is examining the provision of health services to inmates in NSW correctional facilities. The inspection commenced in 2018, and included Cessnock Correctional Centre (now Cessnock and Shortland Correctional Centres), Junee Correctional Centre, Tamworth Correctional Centre, the Secure Annexe Prince of Wales Hospital and John Morony Correctional Centre. Follow up visits occurred during 2019 and 2020.

1.3.1.4 Programs, Employment and Education

This inspection examined the programs, employment and education offered in NSW correctional centres, with particular reference to accessibility and availability of programs, employment and education for inmates, and the role of programs, employment and education in helping prepare inmates for release and reduce reoffending. Inspections of Outer Metropolitan Multi-Purpose Correctional Centre³, South Coast Correctional Centre, Bathurst Correctional Complex, Mid North Coast Correctional Centre, Broken Hill Correctional Centre, Dawn de Loas Correctional Centre, and Long Bay Correctional Complex were completed during the 2017–18 and 2018–19 reporting periods. The inspection report was tabled in the NSW Parliament in February 2020.

1.3.1.5 Residential Facilities and the Compulsory Drug Treatment Centre

This inspection examined the role of residential facilities and the Compulsory Drug Treatment Correctional Centre in aiding offender rehabilitation and community reintegration. The residential facilities inspected included Bolwara Transitional Centre, Parramatta Transitional Centre, Miruma Residential Diversionary Program, Balund-a Residential Diversionary Program and Nunyara Community Offender Support Program. The inspections of the residential facilities and the Compulsory Drug Treatment Correctional Centre were completed between September and October 2018. The report Residential Facilities and the Compulsory Drug Treatment Centre was tabled in NSW Parliament in February 2020 and included 47 recommendations, aimed at supporting the inspected facilities to achieve their intended purpose and enhance the services they deliver to residents.

1.3.1.6 Kariong and Kirkconnell Correctional Centres

This inspection examined Kariong and Kirkconnell Correctional Centres and the Integration Support Centre. At the time of the inspection Kariong Correctional Centre was a medium security correctional centre which could accommodate up to 96 male remand inmates, who have placement and association restrictions. Kirkconnell Correctional Centre is a minimum security correctional centre which can accommodate 260 sentenced male minimum security inmates including those who have previously had placement and association restrictions. The Integration Support Centre can accommodate 26 residents who have difficulties finding suitable post release accommodation.

The terms of reference for the inspection of Kariong and Kirkconnell were published in March 2019. The terms of reference for the Integration Support Centre were published in October 2019. The inspections of Kirkconnell and Kariong Correctional Centres, occurred in March and April 2019, and the inspection of the Integration Support Centre occurred in November 2019.

1.3.1.7 Youth Justice Centres in NSW

This inspection examined all six Youth Justice Centres in New South Wales: Acmena, Cobham, Frank Baxter, Orana, Riverina and Reiby. The primary focus of this inspection was the safety and wellbeing of children and young people in custody, and the security and management of each facility.

The inspections of Cobham, Orana and Reiby Youth Justice Centres were undertaken during the 2018-19 reporting period. Inspections of Frank Baxter, Acmena and Riverina Youth Justice Centres took place during the 2019-20 reporting period.

In 2019-20, follow up visits occurred at Frank Baxter YJC, Orana YJC, Cobham YJC and Acmena YJC.

³ Outer Metropolitan Multi-Purpose Correctional Centre is now known as Geoffrey Pearce Correctional Centre.

1.3.1.8 Parklea CC

Parklea Correctional Centre is a large, complex correctional centre located at Parklea, in metropolitan Sydney. It accommodates adult male remand and sentenced inmates. The joint venture MTC-Broadspectrum commenced the management of operations at Parklea on behalf of CSNSW on 1 April 2019. An inspection of Parklea Correctional Centre was announced in the 2019–20 reporting period, and a preliminary on-site visit took place over two days in September 2019. The main on-site phase of the inspection, scheduled for May 2020, has been postponed to late 2020 due to the COVID-19 pandemic.

1.3.1.9 Mary Wade Correctional Centre

The inspection of Mary Wade Correctional Centre was announced in September 2019 and occurred in October 2019. Mary Wade Correctional Centre opened in November 2017 as a maximum security correctional centre that accommodates women on remand. The inspection examined all areas of the correctional centre, including: custody; inmate care and wellbeing; programs, employment and education; and operational resources and systems.

1.3.1.10 Rapid Builds (Macquarie Correctional Centre and Hunter Correctional Centre)

In the 2019–20 reporting period, inspections of Macquarie Correctional Centre and Hunter Correctional Centre were completed. These correctional centres are the only two dormitory-style correctional centres in NSW and are also known as ‘Rapid Builds’ due to the relative speed of their construction. The inspections of Macquarie Correctional Centre and Hunter Correctional Centre examined their custodial conditions, including safety and security; the treatment, care and wellbeing of inmates, including privacy; inmate rehabilitation; and resources and systems.

1.3.1.11 Inmate transport in NSW

This inspection is currently examining inmate transport in NSW. CSNSW is responsible for transporting inmates between correctional centres, court houses, 24-hour court cell complexes, medical facilities, and other approved locations. This inspection will examine how CSNSW ensures the humane, safe and secure transport of inmates over short and long distances including: inmate movements, the types of vehicles used, the condition and maintenance of vehicles, the management of inmate property, and the provision of appropriate levels of amenity during transport (i.e. access to food, water, comfort stops, and cleanliness).

The terms of reference for the inspection of Inmate transport in NSW were published in October 2019. Visits to various sites related to inmate transport were undertaken between January and June 2020.

1.3.1.12 Cooma Correctional Centre

Cooma Correctional Centre is a medium security correctional centre that was built in the 1870s. The centre also has a minimum security area and is unique in that it is spread across two different geographical areas in the centre of Cooma. The inspection took place in late February 2020 and examined the daily operations of the centre.

1.3.1.13 Oberon Correctional Centre

Oberon Correctional Centre is a minimum security centre situated within the Gurnang State Forrest. It accommodates approximately 140 sentenced, male, minimum-security inmates. The Oberon correctional population consists of inmates working towards release and young adults undertaking the Young Adult Offenders Program (YAOP).

The inspection of Oberon Correctional Centre was scheduled to occur in late March 2020. With the increasing spread of COVID-19 and its potential impact on correctional centres, it was determined to conduct the inspection remotely utilising technology. A follow up visit occurred in June 2020.

A full list of inspections undertaken during 2019-20 is as follows:

Inspections 2019-20	
Centre	Date
Acmena Youth Justice Centre	July 2019
Frank Baxter Youth Justice Centre	August 2019
Riverina Youth Justice Centre	September 2019
Parklea Correctional Centre*	September 2019
Mary Wade Correctional Centre	October 2019
Integration Support Centre	November 2019
Macquarie Correctional Centre	December 2019
Hunter Correctional Centre	January 2020
Northern Court Escort Security Unit (CESU) (Cessnock)	January 2020
Cooma Correctional Centre	February 2020
Oberon Correctional Centre	March and June 2020
Far Northern CESU (Grafton)	May 2020
Metropolitan CESU (Silverwater)	May 2020
Western CESU (Bathurst)	June 2020

* An initial two day site visit with the inspection team of six staff occurred in September 2019 with the main inspection postponed from May 2020 to late 2020 due to COVID-19.

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 the centres and staff where inspections are carried out. It is important for CSNSW and YJNSW 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. The schedule in 2020 has been impacted by COVID-19.

A full list of liaison visits undertaken during 2019-20 is as follows:

Liaison visits 2019-20	
Centre	Date
Parramatta Transitional Centre	July 2019
John Morony CC	July 2019
Cobham YJC	July 2019
Nunyara Community Offender Support Program Centre	July 2019
Grafton CC	August 2019
Clarence CC	August 2019
Mid North Coast CC	August 2019
Port Macquarie cells	August 2019
Frank Baxter YJC	August 2019
Albury cells	September 2019
Wagga Wagga cells	September 2019
Mannus CC	September 2019
Junee CC	September 2019
Frank Baxter YJC	September 2019
Surry Hills cells	September 2019
Metropolitan Remand and Reception Centre	September 2019
Macquarie CC	September 2019
Illawarra Reintegration Centre	September 2019
Wollongong cells	September 2019
Queanbeyan cells	September 2019
Batemans Bay cells	September 2019
Goulburn CC	September 2019
High Risk Management CC	September 2019
Cooma CC	September 2019
Metropolitan Special Programs Centre	September 2019
Frank Baxter YJC	October 2019
Hunter CC	October 2019
Berrima CC	November 2019
Wellington CC	December 2019
Orana YJC	December 2019
Cobham YJC	December 2019
Cooma CC	January 2020
Oberon CC	January 2020
Miruma Residential Program	January 2020

Cessnock CC	January 2020
Shortland CC	January 2020
John Morony CC	February 2020
Amber Laurel CC	February 2020
Surry Hills cells	February 2020
South Coast CC	February 2020
Goulburn CC	February 2020
High Risk Management CC	February 2020
Silverwater Women's CC	March 2020
Dawn De Loas CC	March 2020
Parklea CC	March 2020
Clarence CC	May 2020
Acmena YJC	May 2020
Dillwynia CC	June 2020
Metropolitan Reception and Remand Centre	June 2020
Hunter CC	June 2020
Silverwater Women's CC	June 2020
Bathurst CC	June 2020
Cobham YJC	June 2020
Parklea CC	June 2020

1.4 Official Visitor Program

1.4.1 Overview

The ICS administers the Official Visitor Program in NSW. 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 Counter Terrorism and 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.

COVID-19

The Official Visitor Program has continued to operate during the COVID-19 pandemic. A number of necessary adjustments were introduced in March 2020 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 custodial complex or centre at least once each month.⁴ Prior to March many Official Visitors visited their allocated centre once a fortnight. In response to the COVID-19 pandemic physical visits to each correctional centre were reduced to once per month. Official Visitors attending custodial centres are 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 reviewed in August 2020 resulting in an increase to visits in many custodial centres.

- Official Visitor phone line and mail service

A dedicated free call phone line was established in April 2020 in custodial centres, as well as a dedicated mail address, to allow inmates and young people additional access to the Official Visitor Program.

1.4.2 Official Visitor appointments

During the 2019-20 period Official Visitors visited 54 adult custodial facilities (41 correctional centres, 11 24-hour court cells and two transitional centres) and six youth justice centres located throughout NSW.

Across CSNSW and YJNSW facilities there were 98 Official Visitor appointments (86 CS; 12 YJ) in the 2019-20 period. Some Official Visitors were appointed to visit more than one facility and some facilities had more than one Official Visitor appointed.

The number of Aboriginal Official Visitor appointments increased to 23 in adult custodial facilities and eight in youth justice facilities. Other cultural backgrounds represented by Official Visitor appointments in 2019-20 included Middle Eastern, Samoan, Vietnamese and Chinese from Hong Kong. During this period 53.06% of Official Visitor appointments were held by women.

⁴ Section 228(5)(a), *Crimes (Administration of Sentences) Act 1999* (NSW).

The number of Official Visitor appointments for each centre during the 2019-20 period were as follows:

OFFICAL VISITOR CENTRE APPOINTMENTS		
Correctional Facility	Number of OV Appointments	Number of Aboriginal OV Appointments
Aboriginal State-wide	2	2
Correctional Centres		
Amber Laurel Correctional Centre	1	1
Bathurst Correctional Centre	2	1
Berrima Correctional Centre*	1	
Brewarrina (Yetta Dhinnakkal) Centre	1	
Broken Hill Correctional Centre	1	
Cessnock Correctional Centre	2	2
Clarence Correctional Centre**	3	
Compulsory Drug Treatment Correctional Centre	1	
Cooma Correctional Centre	1	
Dawn de Loas Correctional Centre	2	
Dillwynia Correctional Centre	1	
Emu Plains Correctional Centre	1	
Geoffrey Pearce Correctional Centre	1	1
Glen Innes Correctional Centre	1	
Goulburn Correctional Centre	2	
Grafton Correctional Centre	1	
High Risk Management Correctional Centre	1	
Hunter Correctional Centre	1	
Illawarra Reintegration Centre*	1	
Ivanhoe (Warakirri) Centre	1	
John Morony Correctional Centre	2	1
June Correctional Centre	3	2
Kariong Correctional Centre	1	
Kirkconnell Correctional Centre	1	
Lithgow Correctional Centre	2	
Long Bay Hospital	2	
Macquarie Correctional Centre	1	
Mannus Correctional Centre	1	1
Mary Wade Correctional Centre	1	

OFFICIAL VISITOR CENTRE APPOINTMENTS		
Correctional Facility	Number of OV Appointments	Number of Aboriginal OV Appointments
Metropolitan Remand and Reception Centre	4	
Metropolitan Special Programs Centre	4	1
Mid North Coast Correctional Centre	3	
Oberon Correctional Centre	1	
Parklea Correctional Centre	5	1
Shortland Correctional Centre	2	
Silverwater Women's Correctional Centre	2	1
South Coast Correctional Centre	4	1
Special Purpose Centre	1	
St Heliers Correctional Centre	1	1
Tamworth Correctional Centre	1	1
Wellington Correctional Centre	3	2
Transitional Centres		
Bolwara House Transitional Centre	1	1
Parramatta Transitional Centre	1	
24 Hour Police/Court Complexes		
Albury Police/Court Cell Complex	1	1
Batemans Bay Police/Court Cell Complex	1	
Dubbo Police/Court Cell Complex	1	1
Lismore Police/Court Cell Complex	1	1
Moree Police/Court Cell Complex	1	
Newcastle Police/Court Cell Complex	1	
Port Macquarie Police/Court Cell Complex	1	
Queanbeyan Police/Court Cell Complex	1	
Surry Hills Police Cell Complex	1	
Wagga Wagga Police/Court Cell Complex	1	
Wollongong Police/Court Cell Complex	1	
TOTAL	86	23

* Centre closed in the 2019/20 period

**Official Visitors appointed ahead of the centre opening in July 2020

Youth Justice Centre	No of OV Appointments	No of Aboriginal Appointments
Acmena	2	2
Frank Baxter	2	2
Cobham	2	1
Orana	2	1
Reiby	2	1
Riverina	2	1
TOTAL	12	8

1.4.3 Enquiry and Complaints data

Corrective Services

Official Visitors report to the Minister for Counter Terrorism and Corrections and the Inspector. The Minister and the Inspector received reports for the periods 1 July 2019 to 31 December 2019 and 1 January 2020 to 30 June 2020. Reports were also provided to the Commissioner CSNSW for the periods 1 July 2019 to 30 September 2019, 1 October 2019 to 31 December 2019, 1 January 2020 to 30 June 2020.

In the reporting period, 8,740 enquiries were received by Official Visitors in person at custodial centres. 6,521 complaints were received in person, a decrease of 22.42% from the 8,405 complaints received in the 2018–19 financial year.⁵

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 of adult inmates collected by Official Visitors for the 2019–20 reporting period is as follows:

⁵ It is likely the number of enquires and complaints decreased as a result of Official Visitor visits to correctional centres being reduced from March 2020 in response to COVID-19 (see 1.4.1).

Corrective Services Enquires 1 July 2019 to 30 June 2020

Categories most commonly enquired about	1JUL19 to 30SEP19	1OCT19 to 31DEC19	1JAN20 to 30JUN20	TOTAL	% of total enquiries
Medical	373	361	450	1,184	13.55%
Discussion	142	152	259	553	6.33%
Phone	169	161	174	504	5.77%
Property	149	166	162	477	5.46%
Visits	88	88	222	398	4.55%
Court matters	159	103	134	396	4.53%
Activities	155	111	128	394	4.51%
Classification	104	125	135	364	4.16%
Offender Services & Programs	123	85	137	345	3.95%
Buy-ups	117	82	127	326	3.73%
Facilities	90	134	89	313	3.58%
Parole/Release	81	105	92	278	3.18%
Miscellaneous/ remaining categories	1,034	1,037	1,137	3,208	36.70%
TOTAL	2,784	2,710	3,246	8,740	

Corrective Services Complaints 1 July 2019 to 30 June 2020

Categories most commonly complained about	1JUL19 to 30SEP19	1OCT19 to 31DEC19	1JAN20 to 30JUN20	TOTAL	% of total complaints
Medical issues	348	327	437	1,112	17.05%
Property	184	159	166	509	7.81%
Phone	178	148	131	457	7.01%
Facilities	138	155	159	452	6.93%
Activities	112	89	89	290	4.45%
Visits	65	68	133	266	4.08%
Correctional centre routine	103	102	60	265	4.06%
Food	90	60	109	259	3.97%
Buy-ups	76	62	81	219	3.36%
WH&S	54	84	80	218	3.34%
Classification	57	62	77	196	3.01%
Employment	41	38	84	163	2.50%
Miscellaneous/ remaining categories	603	662	850	2,115	32.43%
TOTAL	2,049	2,016	2,456	6,521	100%

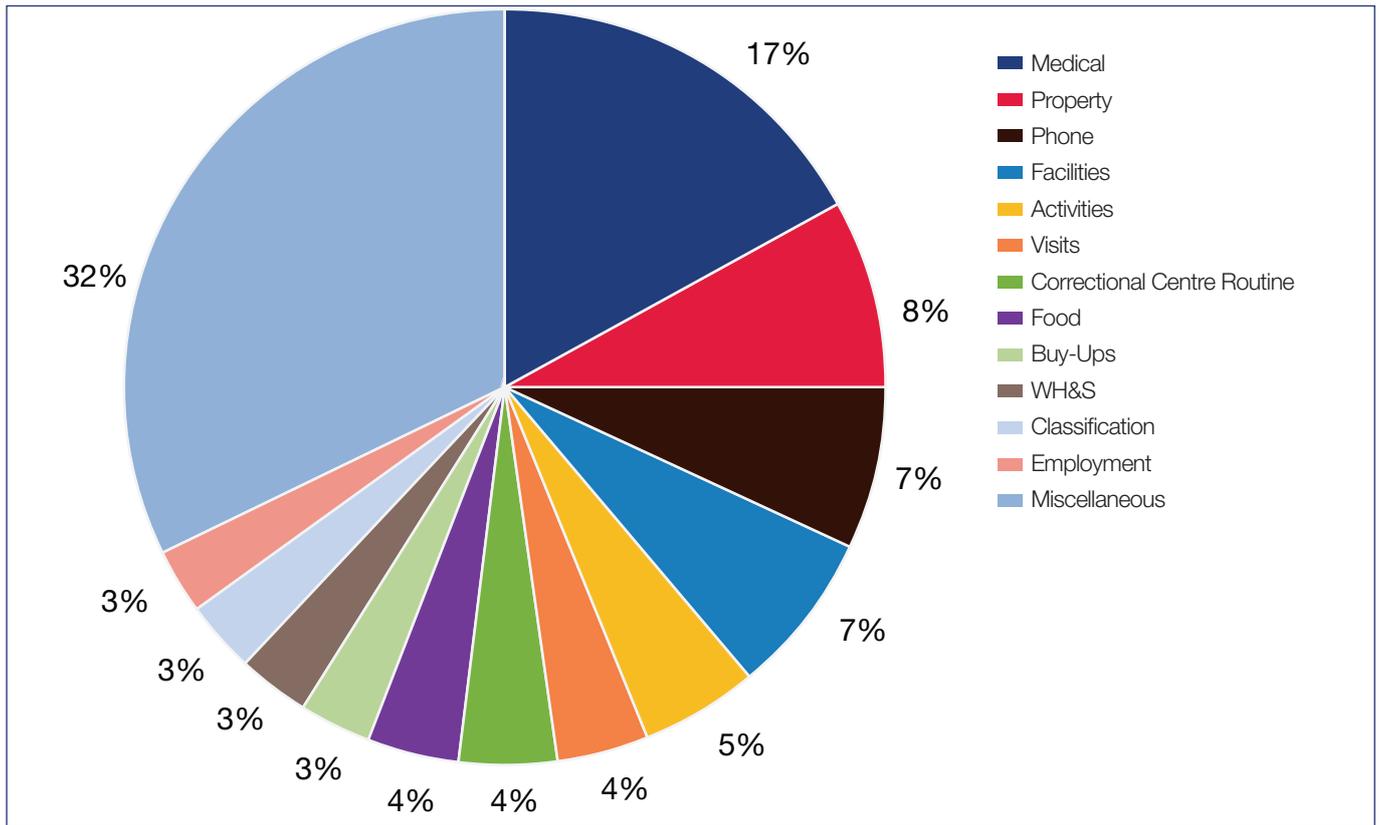


Chart: Corrective Services Official Visitor most common complaint categories in 2019-20

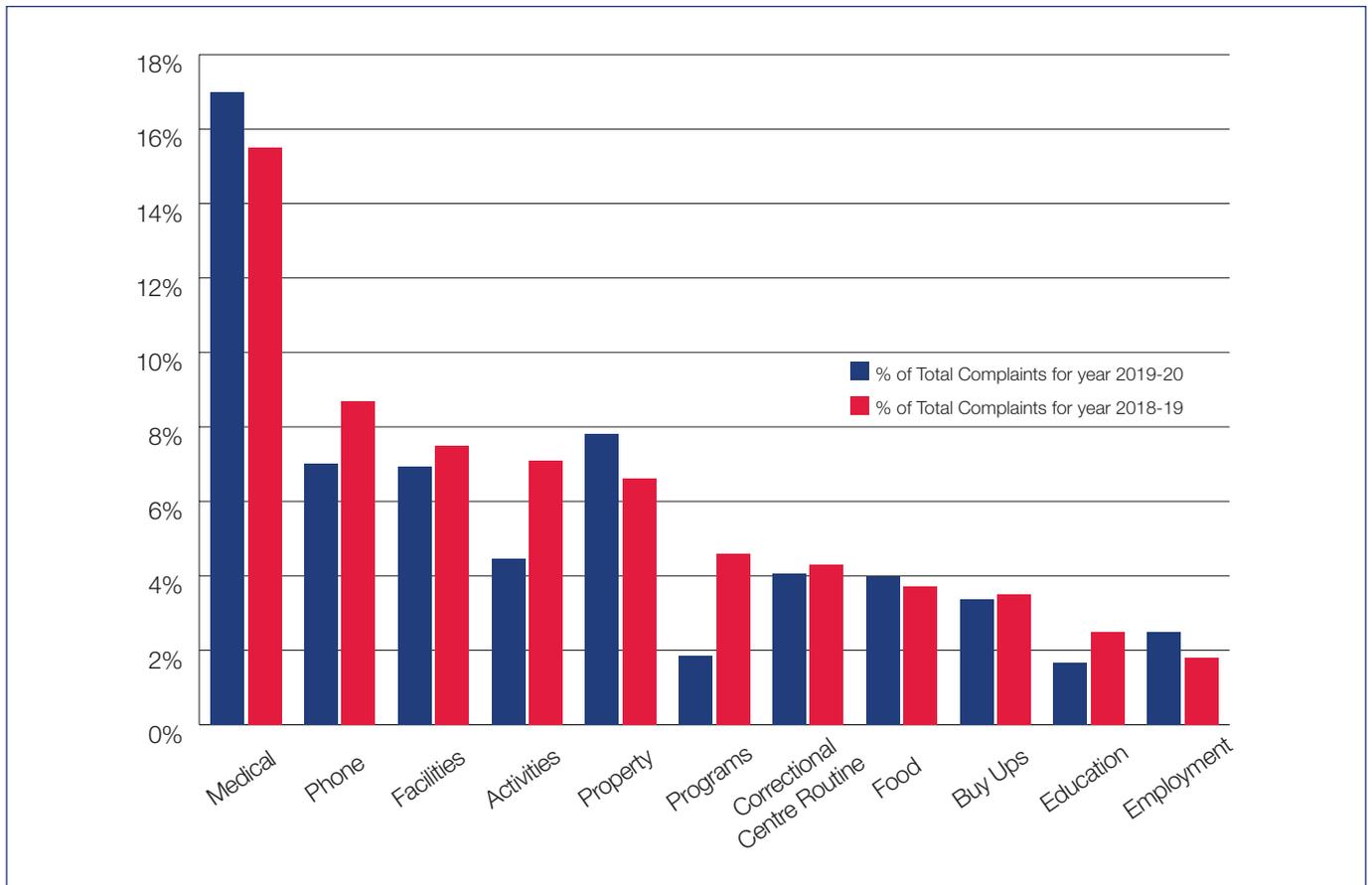


Chart: Corrective Services Official Visitor complaints 2019-20 compared to 2018-19

During the 2019-20 period there was an increase in the total percentage of complaints relating to medical, property, food and employment when compared to the 2018-19 period. The total percentage of complaints relating to phones, facilities, activities, programs, centre routine, buy ups and education decreased. Overall, the number of complaints per inmate has decreased in the last 12 months.⁶ The CSNSW comparative complaints data for the 2018-19 and 2019-20 reporting periods are as follows:

Corrective Services complaint numbers per 100 inmates comparison of 2018-19 and 2019-20			
Financial year	Inmate population	Total complaints	Complaints per 100 inmates
2018-19	13403 ⁷	8405	62.71
2019-20	12703 ⁸	6521	51.33
Difference	700	1,884	11.37

Youth Justice

Youth Justice Official Visitors report to the the Minister for Families, Communities and Disability Services and the ICS. The Minister and the Inspector received reports for the periods 1 July 2019 to 31 December 2019 and 1 January 2020 to 30 June 2020. Reports were also provided to the Executive Director, Youth Justice for the periods 1 July 2019 to 30 September 2019, 1 October 2019 to 31 December 2019, 1 January 2020 to 30 June 2020.

In December 2018 Youth Justice Official Visitors commenced reporting on enquiries and complaints data. In the 2019-20 reporting period, 894 enquiries and 955 complaints were received by Official Visitors at youth justice centres.

⁶ It is likely the number of enquires and complaints decreased as a result of Official Visitor visits to correctional centres being reduced from March 2020 in response to COVID-19 (**see 1.4.1**).

⁷ NSW Bureau of Crime Statistics and Research, Custody Statistics Quarterly Update June 2019.

⁸ NSW Bureau of Crime Statistics and Research, Custody Statistics Quarterly Update June 2020. Note that the 2019/20 reporting period was impacted by a reduction in visits from March 2020 due to COVID-19.

Youth Justice enquires 1 July 2019 to 30 June 2020

Categories most commonly enquired about	1JUL19 to 30SEP19	1OCT19 to 31DEC19	1JAN20 to 30JUN20	TOTAL	% of total enquiries
Food and Diet	58	54	69	181	20.25%
Clothing	15	18	41	74	8.30%
Facilities	10	10	32	52	5.81%
Placement and Transfers	14	14	24	52	5.81%
Education	7	22	22	51	5.70%
Daily routine	11	9	29	49	5.48%
Medical and Dental	3	9	36	48	5.37%
Incentives	12	9	22	43	4.81%
Phone	23	10	10	43	4.81%
Television	10	14	16	40	4.47%
Miscellaneous/ remaining categories	56	110	95	261	29.19%
TOTAL	219	279	396	894	

Youth Justice Complaints 1 July 2019 to 30 June 2020

Categories most commonly complained about	1JUL19 to 30SEP19	1OCT19 to 31DEC19	1JAN20 to 30JUN20	TOTAL	% of total complaints
Food and Diet	60	63	70	193	20.21%
Clothing	21	22	13	56	5.86%
Facilities	22	11	22	55	5.76%
Officer Misconduct ⁹	36	7	10	53	5.55%
Unfair Treatment/Discipline	16	29	0	45	4.71%
Confinement	13	6	23	42	4.40%
Incentives	12	14	16	42	4.40%
Phone	15	16	11	42	4.40%
Education	12	14	15	41	4.29%
Miscellaneous/ remaining categories	105	152	129	386	40.42%
TOTAL	312	334	309	955	

⁹ For the purposes of Official Visitor reporting in the 2019-20 period Officer Misconduct is defined as “unfair treatment from Youth Officer, or allegation of discrimination, favouritism or harassment, or poor or inappropriate communication”.

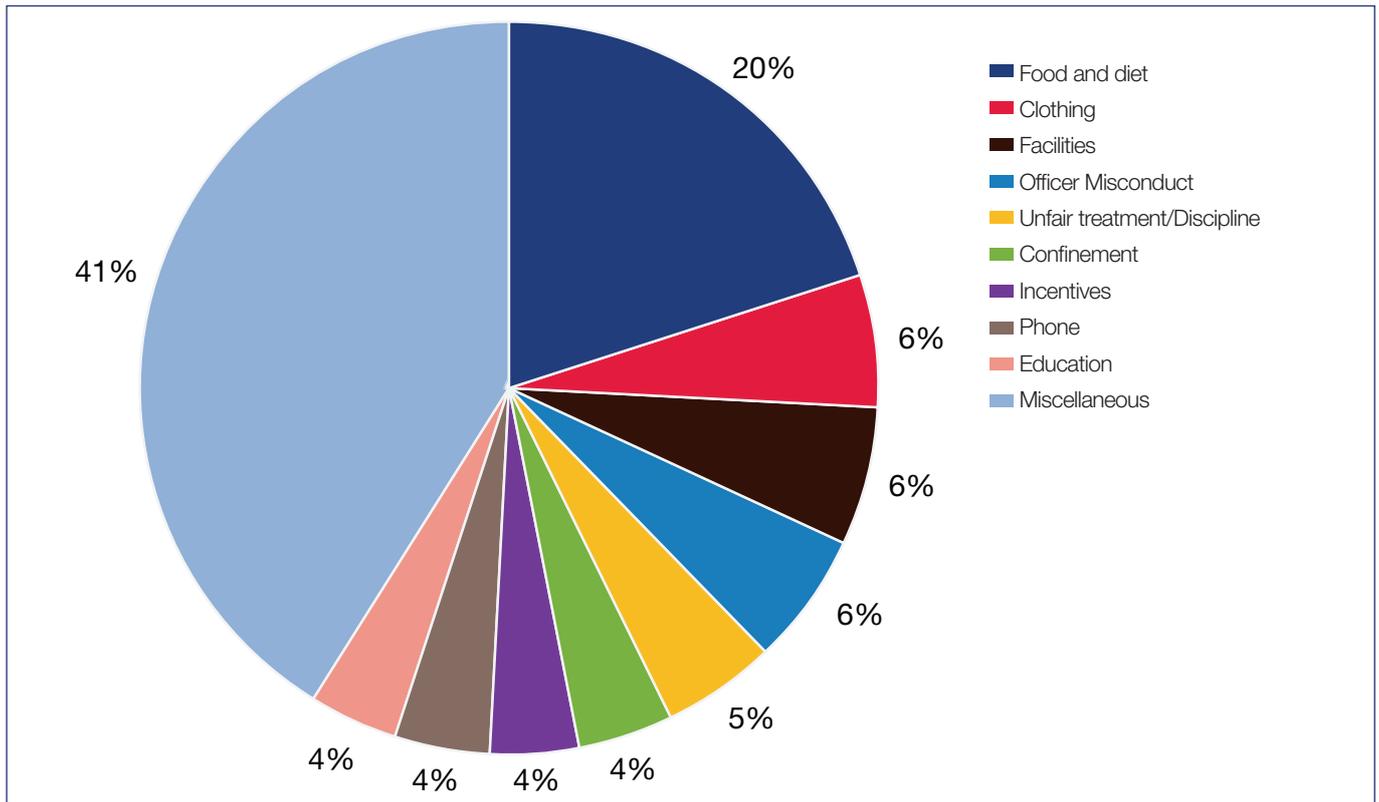


Chart: Most common complaint categories in Youth Justice 2019-20

1.4.4 Program Improvements

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

A dedicated free call phone line and mail address for the Official Visitor Program was established in correctional and youth justice centres to give adults and young people confidential and direct access to the Official Visitor Program.

In the period 30 April 2020 to 30 June 2020 the Official Visitor Program was contacted 62 times through the phone line and mail. A total 29 complaints and 30 enquiries were received, with the largest percentage of enquiries and complaints in relation to medical issues.

1.4.5 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 Corrective Services Official Visitors' Conference took place in early October 2019. Official Visitors heard from stakeholder agencies, government and community agencies, and received training on Trauma Informed Practice.

During 2020, the focus has been on providing information relating to managing COVID-19 risks. This has included providing information in relation to quarantine and medical isolation procedures in custodial facilities. In the 2020-21 financial year the Inspector will explore alternative avenues to deliver training to Official Visitors utilising technology.

1.5 Conferences, collaborations and training

In the interests of understanding best practice and key issues, ICS staff attended training, conferences, workshops and visited other jurisdictions in the 2019-20 financial year.

Staff Training 2019-20	
Training	Date
Sharepoint Digital communications training	August 2019
Young Professional's Network Resume & Interview Skills Workshop	October 2019
Justice SAP purchase order training	November 2019
Clayton Utz - Government Perspectives In-House Counsel Day 2019	November 2019
Crown Solicitor's Office Government Law seminar	November 2019

Conferences and workshops 2019-20	
Conference	Date
CSNSW Corrective Services Industries Education workshop	July 2019
United Nations Global study on Children Deprived of Liberty launch	October 2019
The Joint Australian Human Rights Commission and Commonwealth Ombudsman OPCAT Workshop	October 2019
International Corrections and Prisons Association 21st Annual Conference	October 2019
International Day for Elimination of Violence Against Women, Women In Justice	November 2019
Griffith Criminology Institute Applied Research in Crime and Justice Conference 2020	February 2020
Women In Communities & Justice Network International Women's Day Event	March 2020
International Corrections and Prisons Association (ICPA) 'Responding to COVID-19 in Prisons'	March 2020
Association for the Prevention of Torture (APT) 'Human Rights & Detention in the time of COVID-19'	April 2020
Association for the Prevention of Torture (APT) 'Monitoring places of detention in times of COVID-19: Precautionary measures and health considerations for monitors'	April 2020
International Quality and Productivity Center 'Correctional Operations in the Age of COVID-19'	June 2020

Other jurisdiction visits 2019-20	
	Date
Inspector of Correctional Services ACT, Alexander Maconochie Centre and Canberra Court Cells, Australian Capital Territory	September 2019

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 liaise closely with appropriate officers within CSNSW and YJNSW when planning and undertaking an inspection.

Under a Memorandum of Understanding (MOU) signed in December 2014, the ICS has regular meetings and on-going communication and consultation with the NSW Ombudsman regarding complaint trends and areas of interest for inspection. The ICS also entered into an MOU with Independent Commission Against Corruption (ICAC) in December 2018 in accordance with s.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 (ICPA) Expert Network on External Prison Oversight and Human Rights.

1.6.2 Response to ICS recommendations made during 2019-20

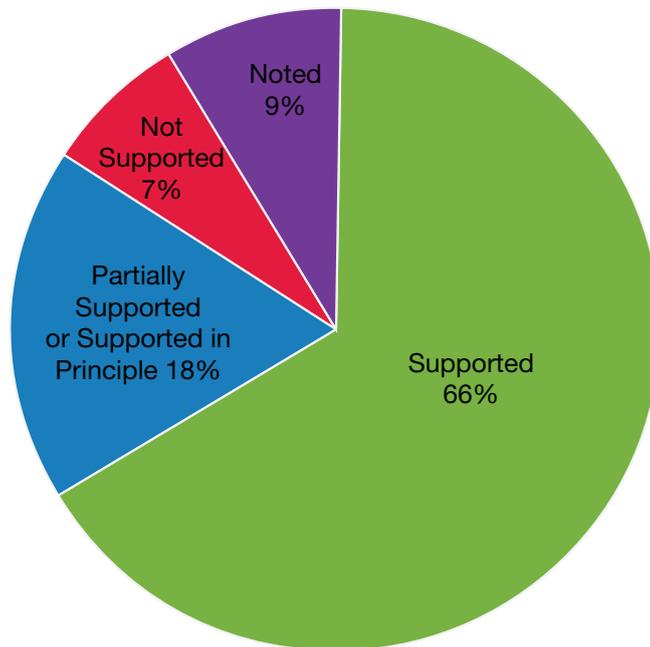
Of the 38 recommendations made by the ICS in the report *Women on Remand*, 36 recommendations were applicable to CSNSW. CSNSW supported 24 recommendations, partially supported four recommendations, did not support one recommendation and noted seven recommendations. Of the 38 recommendations made by the ICS, five were also applicable to JH&FMHN; three were supported and two were partially supported.

In the 2019-20 reporting period CSNSW advised that they support 18 recommendations, partially support four recommendations, did not support two recommendations and noted two recommendations in the ICS report *Programs, Employment and Education Inspection*.

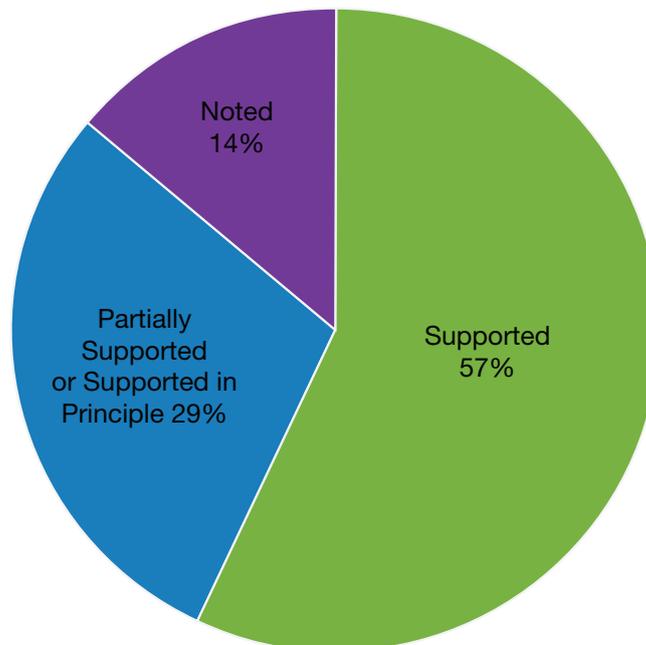
Of the 27 recommendations made by the ICS in the report *Inspection of Five Minimum Security Correctional Centres in Non-Metropolitan NSW*, 26 recommendations were applicable to CSNSW. CSNSW supported 21 recommendations, did not support two recommendations and noted three recommendations. Of the 27 recommendations made by the ICS, one was also applicable to JH&FMHN which was supported.

In the 2019-20 reporting period, CSNSW advised that they support 26 recommendations, partially support 17 recommendations and did not support four recommendations in the ICS report *Inspection of the Residential Facilities and the Compulsory Drug Treatment Correctional Centre*. One recommendation from this report was also applicable to JH&FMHN which was noted.

CSNSW Responses to Recommendations made 2019-20



JH&FMHN Responses to Recommendations made 2019-20

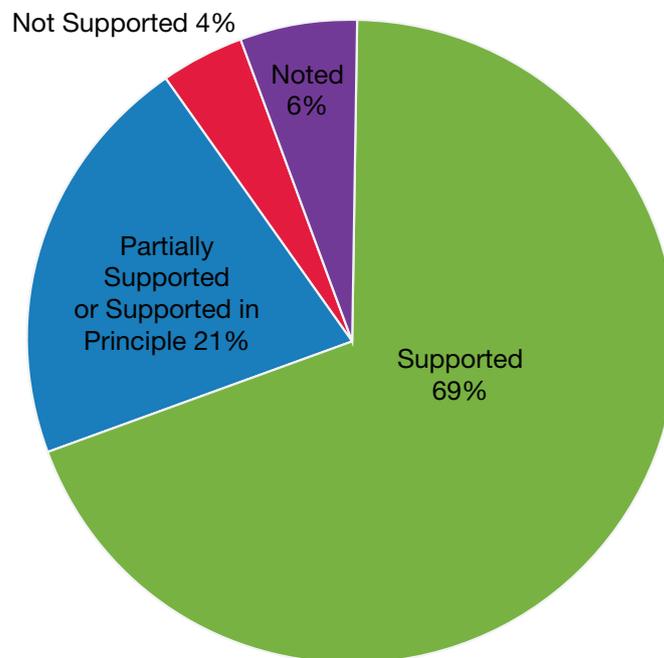


1.6.3 Response to ICS recommendations made during 2013–2020

Regular reporting on the implementation 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. Desktop monitoring data is verified through data and on-site visits.

Of the recommendations made by ICS between 2013 and 2020 90% were either supported or partially supported by relevant agencies. A breakdown of responses to recommendations made between 2013 and 2020 are as follows:

Responses made to ICS to Recommendations made 2013-20

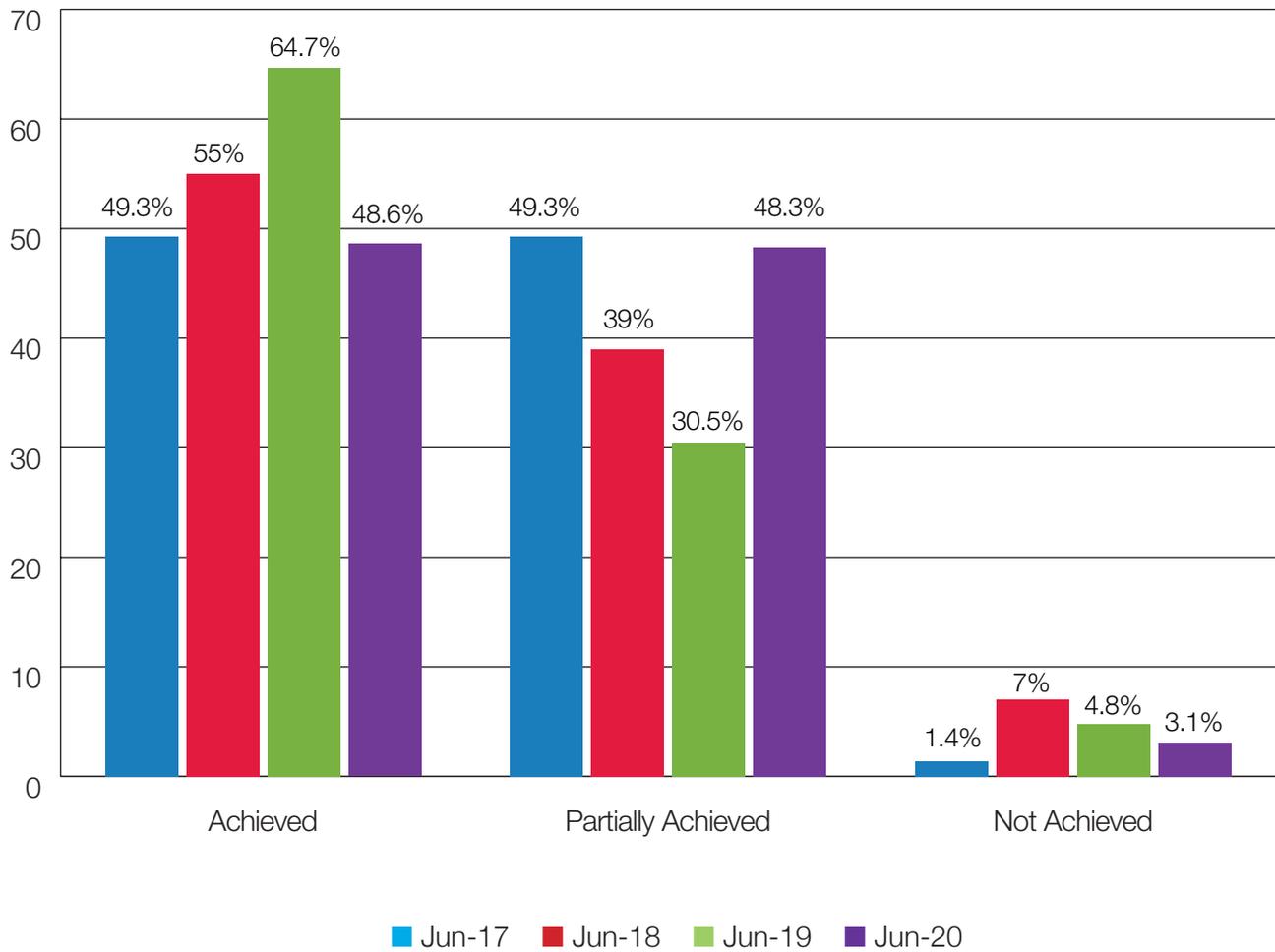


Response to recommendations by report and agency 2013-20 ¹⁰						
	Agency	Supported	Partially Supported	Not Supported	Noted	Total
Full House: The growth in the inmate population	CSNSW	24	12	1	8	45
	JH&FMHN	8	1	0	0	9
Old and Inside: Managing aged offenders in custody	CSNSW	9	6	1	1	17
	JH&FMHN	0	7	0	0	7
Making Connections: Providing Family & Community support to Young People in Custody	YJNSW	10	5	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	1	0	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	6	1	0	0	7
Women on Remand	CSNSW	24	4	1	7	36
	JH&FMHN	3	2	0	0	5
Programs, Employment and Education Inspection	CSNSW	18	4	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	26	17	4	0	47
	JH&FMHN	0	0	0	1	1
Use of Force, Separation, Segregation and Confinement in NSW Juvenile Justice Centres	YJNSW	50	5	0	2	57
	JH&FMHN	2	1	0	0	3
Total						414¹¹

10 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.

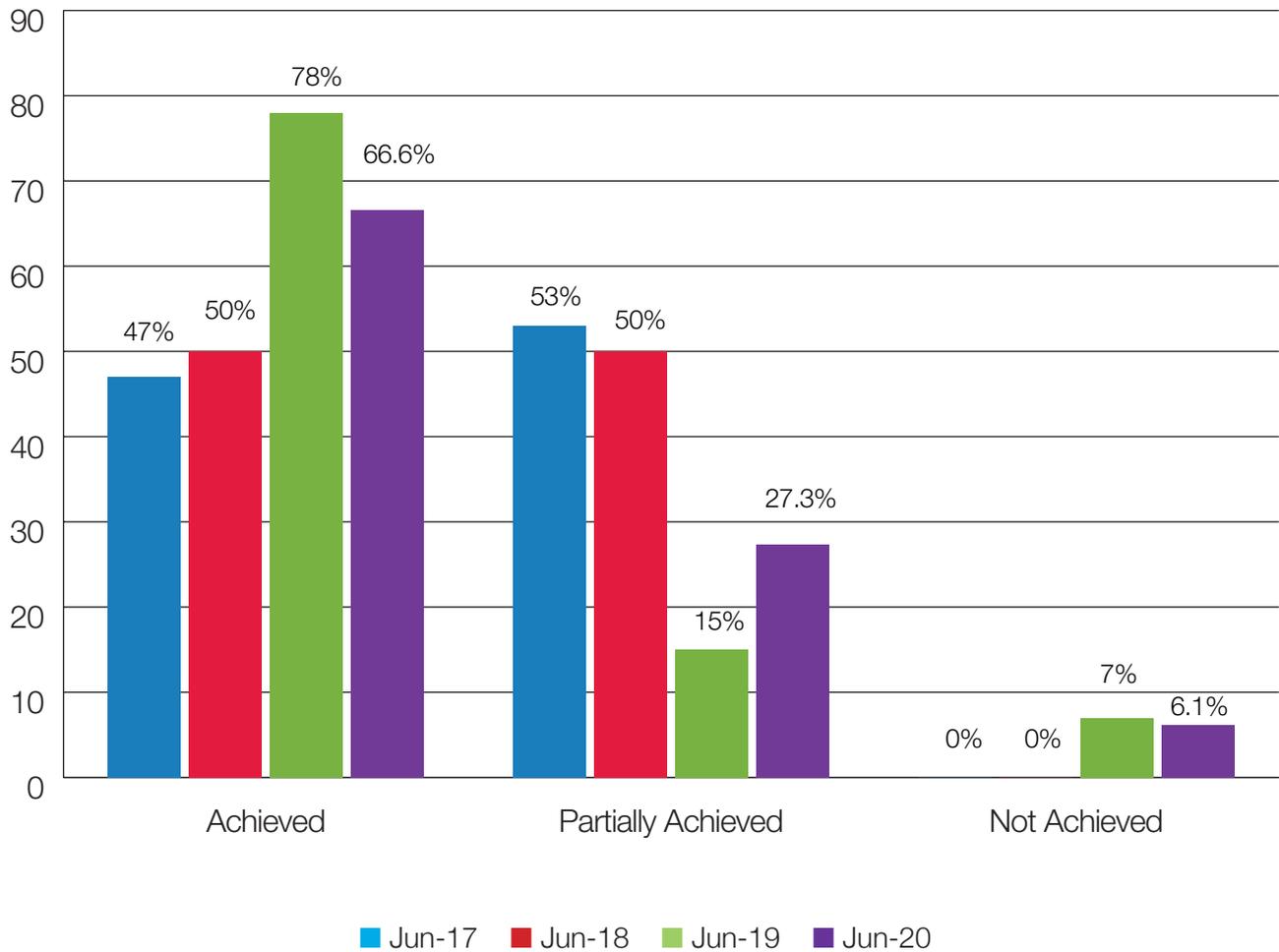
11 The total number of recommendations in this table will be greater than the total of recommendations in the progress section as recommendations marked as either not supported and not achieved, not achieved in reports released during 2019-20 or recommendations that are no longer applicable have not been recorded.

CSNSW Recommendation Achievement Progress (%)



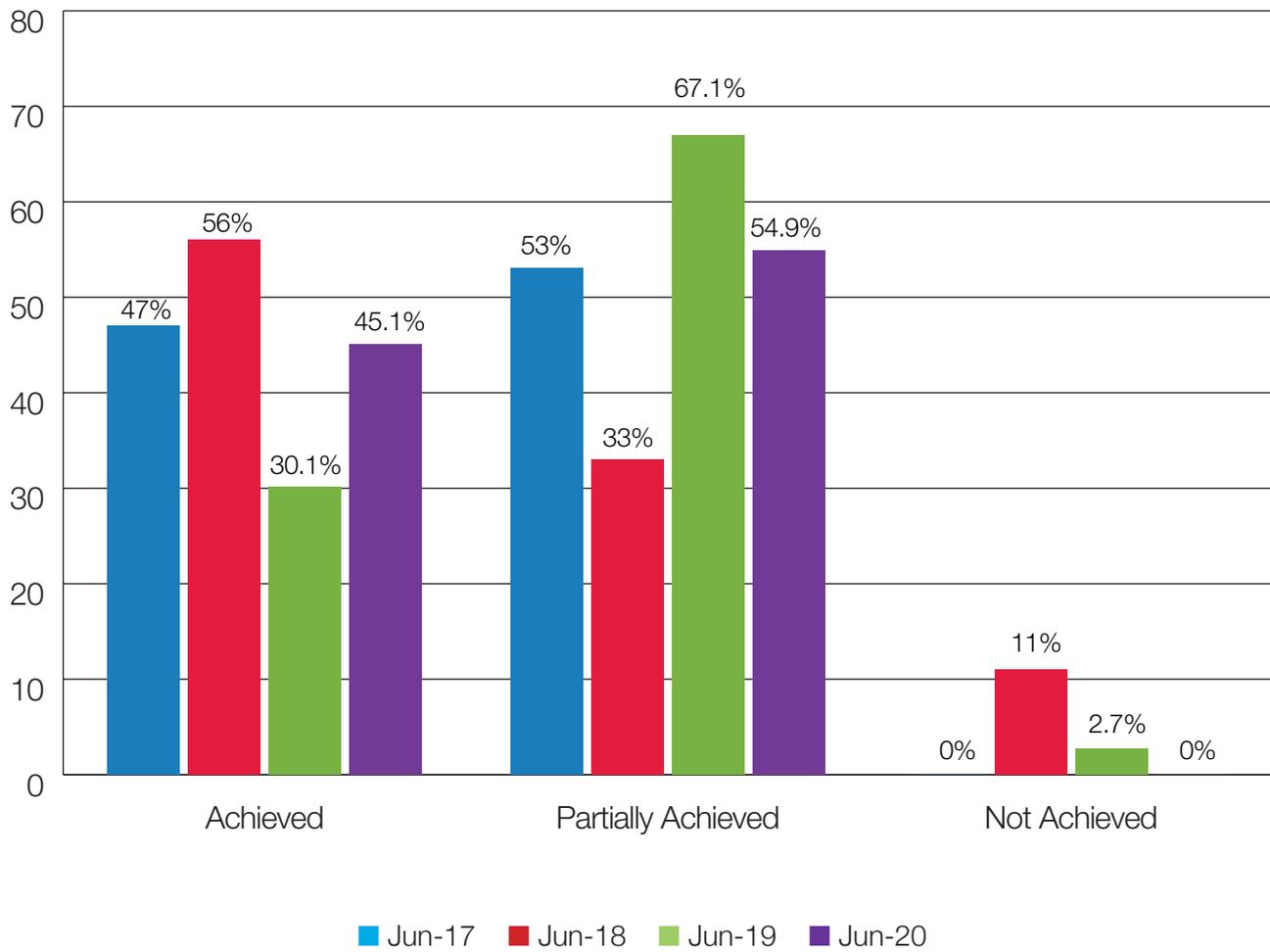
CSNSW progress update as at 30 June 2020			
Achieved	Partially Achieved	Not Achieved	Total
142	141	9	292
48.6%	48.3%	3.1%	100%

JH&FMHN Recommendation Achievement Progress (%)



JH&FMHN progress update as at 30 June 2020			
Achieved	Partially Achieved	Not Achieved	Total
22	9	2	33
66.6%	27.3%	6.1%	100%

YJNSW Recommendation Achievement Progress (%)



YJNSW progress update as at 30 June 2020			
Achieved	Partially Achieved	Not Achieved	Total
32	39	0	71
45.1%	54.9%	0%	100%

1.7 Key observations from this period

During 2019-20, the ICS undertook 14 inspections and 54 liaison visits and met its mandate to inspect youth justice centres every three years. Four reports were tabled in Parliament relating to the inspection of 23 custodial facilities in NSW.

In 2019-20 the ICS inspected Frank Baxter, Acmena and Riverina youth justice centres. This completed an inspection of all six youth justice centres in NSW which focused on the safety and wellbeing of children and young people in custody, and the security and management of each facility. Mary Wade, Hunter, Macquarie, Cooma and Oberon Correctional Centres were inspected in late 2019 and early 2020. A review of inmate transport and an inspection of Parklea Correctional Centre also commenced in 2019.

COVID-19

A significant focus of 2020 has been assisting custodial agencies to prepare and respond to the significant threat of COVID-19. ICS responded to the challenges of the COVID-19 pandemic by implementing the Inspector of Custodial Services COVID-19 plan. The plan aims to:

- ensure the safety of ICS staff and stakeholders
- ensure business continuity for the duration of the COVID-19 pandemic
- respond and adapt to emerging issues in the custodial environment
- ensure the continuity of the Official Visitor Program.

The Inspector of Custodial Services COVID-19 plan was published on the ICS website and outlines how the ICS will operate for the duration of the COVID-19 pandemic having regard to applicable legislative requirements, international human rights standards, NSW Health directives and applicable workplace health and safety requirements.

ICS has adopted a “do no harm” approach to its activities during 2020. This has involved conducting our first remote inspection using technology as well as postponing one inspection to allow custodial centres to focus on their COVID-19 response. Our inspection of Inmate Transport has continued during 2020.

Looking forward the ICS will commence preparation to complete the inspection of Parklea CC, as well as plan for the inspection of Emu Plains, Lithgow, and Goulburn CCs, as well as the Metropolitan Remand and Reception Centre and High Risk Management Correctional Centre.

ICS focus on quarantine and medical isolation¹²

Quarantine and medical isolation measures have been employed alongside screening since April 2020 to reduce the risk of COVID-19 transmission in custodial environments. All persons newly received into the custody of correctional authorities in NSW are subject to 14 days of quarantine in a designated area within their first correctional centre placement. In May 2020, NSW Health also introduced sentinel testing for all persons entering custody, which is administered during quarantine.¹³ The medical isolation of a person in NSW custody is a clinical decision that is triggered by the presence of key signs or symptoms of COVID-19

¹² Rafter F, Collett E, McGilvery A 2020, ‘A delicate balance: Monitoring medical isolation and quarantine in NSW custodial centres’ (Unpublished).

¹³ Sentinel testing involves the systematic testing of persons, rather than targeted (and potentially biased) testing around geographical hotspots or in response to the presentation of symptoms. Sentinel testing of people coming into custody provides insight into community transmission rates while at the same time reducing risk of COVID-19 transmission in NSW custodial settings.

or by a positive match with specific criteria published by the correctional health authority.

The quarantine of newly received prisoners and the medical isolation of those suspected or confirmed as having COVID-19 are accepted as important measures to protect the health of prisoners and staff. It is well-established that there is an increased risk of transmission in environments like custodial centres where physical distancing is difficult to maintain. The prisoner population in NSW also consists of significant numbers of people at higher risk of developing serious illness due to COVID-19, which includes people aged 70 years and older; people with chronic medical conditions particularly those aged 65 years and over; people with compromised immune systems; and Aboriginal and Torres Strait Islander people aged 50 years and older with one or more chronic medical conditions. Reducing the opportunities for COVID-19 to enter the custodial environment minimises the risk of transmission and serious illness.

However, with these measures come curtailment of some rights and freedoms of individuals in custody. Prisoners in quarantine should have access to medical care and be able to have time out of their cell to mix with their quarantine cohort, exercise and maintain telephone contact with family or legal representatives. Although quarantined prisoners do not have access to programs, education and employment and other services until the end of the 14-day quarantine period, efforts should be made to keep prisoners occupied and mitigate mental health risks.

Prisoners in medical isolation face increased restrictions on access to family contact and social interaction with staff and other prisoners in custody, withdrawal from programs, education and employment, potential stigma associated with the illness, anxiety associated with their ill health, reduced access (if any) to time outside of their cells. Medical isolation should be for a period required to confirm whether an individual is positive for COVID-19. At the time of writing this was generally taking around one to two days in NSW. Extended periods of medical isolation may occur if an individual tests positive to COVID-19 and measures will need to be implemented to mitigate any deleterious effects of this experience.

Accordingly, a primary focus of the ICS since the introduction of these measures has been to monitor the effectiveness of their operation and to scrutinise the conditions for those subject to the regimes.

Initial work was undertaken to develop best practice guidance on the elements of effective quarantine and medical isolation frameworks that mitigate the risks of COVID-19 in a custodial system as well as the risks of collateral harms arising from restrictive isolation regimes. We scanned and collated expertise from a range of resources published by the World Health Organisation, the Communicable Diseases Network Australia, the European Centre for Disease Prevention and Control, and the Centers for Disease Control and Prevention. We compared these against the policies, procedures and protocols that NSW correctional and correctional health authorities shared with us and were able to offer targeted guidance, particularly around gaps and potential risks of harms concerning prisoner treatment and conditions.

The ICS established regular communication channels with both adult and youth correctional and health authorities that have enabled us to remain abreast of any changes in custodial settings. It has also involved ICS conducting COVID-19 monitoring visits to check on the welfare and treatment of adults and young people in custody and adherence to COVID-19 procedures aimed at preventing the introduction and spread of COVID-19 in the custodial system. The Official Visitor Program has continued to operate during the COVID-19 pandemic. Under the Inspector of Custodial Services COVID-19 plan a number of necessary adjustments were introduced in March 2020 to ensure that Official Visitors could safely provide services to inmates and young people. A confidential mail and free call phone line to the Official Visitor Program was also established (**see 1.4.1**).

While preventing and containing the spread of COVID-19 in custodial facilities is of the utmost importance, this needs to be done in a way that respects the human rights, needs and dignity of prisoners. Where these concerns come into competition, such as in relation to the suspension of in-person visits from family and friends, finding a workable compromise is a delicate balancing act that requires continual refinement as circumstances change.

The increased use of AVL and the introduction of tablets for visiting families and friends has been welcomed across the NSW custodial system and has allowed prisoners greater access to families located abroad, interstate or in other parts of NSW. This is an important development and ICS support the continued use and expansion of this technology to facilitate family contact and reintegration, as well as the reintroduction of in-person visits as soon as it is safe to do so.

Optional Protocol to the Convention Against Torture (OPCAT)

The OPCAT was ratified by the Commonwealth Government in late 2017 and the ICS continues to prepare for its implementation. During 2019-2020 ICS entered into a collaboration with the University of Sydney to develop a survey tool for use during inspections.

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.

Inspection Standards

In May 2020 the Inspector of Custodial Services published revised Inspection Standards for adult custodial services in New South Wales. The Inspection Standards are based in the principles of independent inspection, accountability, prevention, purposeful and rehabilitative imprisonment, and the protection of human rights. The original Inspection Standards were published in 2014.

Additionally, in June 2020 the Inspector of Custodial Services published revised Inspection Standards for Youth Justice to provide a framework for the inspection and monitoring of youth justice services and detention facilities. The original Inspection Standards for Juvenile Justice Custodial Services in New South Wales were published in 2015.

Custodial Population and Infrastructure

As at 30 June 2020, the total number of young people in custody was 195 and adults in custody was 12,703.¹⁴ This reduction in numbers of people in custody in NSW is welcomed.

This year also saw the opening of new infrastructure across the custodial system. This has allowed CSNSW to close some older prisons and decommission beds in prisons. It has also presented CSNSW with an opportunity to reduce the number of inmates sharing cells in the system.

It is hoped that the benefits of new contemporary infrastructure and less crowding in the system will translate to less movements across the system and better access to health and rehabilitation services.

In response to a riot at Frank Baxter Youth Justice centre in July 2019, YJNSW opened two high security management units. The ICS continues to closely monitor the use and conditions of these units.

¹⁴ Bureau of Crime Statistics and Research, NSW Custody Statistics: Quarterly Update June 2020

New website

During 2019-20 an upgrade to the ICS website commenced to make information about and produced by the Inspector of Custodial Services more accessible to stakeholders and members of the public. The new website is expected to go live in October 2020.

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 2019-20, additional resources were required to meet statutory obligations and additional temporary positions were created.

1.9 Changes to Legislation

On 21 August 2019 the *Justice Legislation Amendment Bill* was introduced and included an amendment to the appointment terms of Official Visitors to four years. This recommendation was made by the ICS, as part of the administrative review of the Official Visitor Program.

The ICS made a submission in relation to the review of the *Inspector of Custodial Services Act 2012* in January 2020.

2 Legislation and corporate governance

2.1 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 2019-20 reporting period.

2.2 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 2019-20 financial year as well as the previous reporting period are set out below:

Key performance indicator	2018-19	2019-20
Number of liaison visits conducted	44	54
Number of centre inspections	17	14
Number of reports tabled	1	4
% of recommendations accepted (adult)	98%	89%
% of recommendations accepted (juvenile)	95%	95%
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	100%	100%
Official Visitor reports provided to the Minister within two weeks of receipt	50%	50%

3 Appendix: Recommendation progress by report

Key:¹⁵  Achieved  Partially Achieved  Not Achieved  Not Supported¹⁶

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.			

¹⁵ 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.

¹⁶ 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 health centre staff to inmates across all like centres.		●	
(12) The Inspector recommends GEO Group 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 health centres 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 Group work with JH&FMHN to ensure 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 Group 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 Group 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 ensure that centre libraries operate according to standard library practice and the Australian Library and Information Association's Australian Prison Libraries: Minimum Standard Guidelines, 1990.			
(28) The Inspector recommends that Parklea Correctional Centre provides alternative space for legal visits outside the secure perimeter.			
(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 CSNSW ensure that contact hours of OS&P in custodial settings are not compromised by accessibility of OS&P staff for operational routine.			
(36) The Inspector recommends that CSNSW increase 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 that 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.			

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.			

Making Connections: Providing family and community support to young people in custody	CSNSW	JH&FMHN	YJNSW*
(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) 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.			

* 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.			
Lifers: Classification and regression	CSNSW	JH&FMHN	YJNSW
(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.			

Prison Greens: The clothing and bedding of inmates in NSW	CSNSW	JH&FMHN	YJNSW
(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.			
24-hour court cells in NSW	CSNSW	JH&FMHN	YJNSW
(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
(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 Youth 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)	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.			
Women on Remand	CSNSW	JH&FMHN	YJNSW
(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.			
Programs, Employment and Education	CSNSW	JH&FMHN	YJNSW
(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 & CDTCC	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.			
Minimum Security	CSNSW	JH&FMHN	YJNSW
(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)	The 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.	●		
(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)	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.			
Use of force, separation, segregation and confinement	CSNSW	JH&FMHN	YJNSW*
(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.			

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

(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.			



**Inspector of
Custodial Services**

Produced by Inspector of Custodial Services

Level 3, 50 Phillip Street
Sydney NSW 2000

P: 02 8061 9387

W: www.custodialinspector.justice.nsw.gov.au