Justice
Inspector of Custodial Services

Inspection standards

For adult custodial services in New South Wales

Justice
NSW GOVERNMENT | Inspector of Custodial Services

There is no iron curtain drawn between the Constitution and the prisons of this country
Wolff v. McDonnell (1974).

When the prison gates slam behind an inmate, he does not lose his human quality
Procunier v. Martinez (1974)

A convicted prisoner, in spite of his imprisonment, retains all civil rights which are not taken away expressly or by necessary implication.
Raymond v Honey (1983)

Correctional centre staff "deserve a high degree of public consideration and respect, together with a corresponding degree of support from the organization for which they work."
Correctional Service of Canada. Human Rights and Corrections: A Strategic Model 1997

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Preface

Correctional literature frequently makes reference to Fyodor Dostoevsky, Sir Winston Churchill and Nelson Mandela whose observations link the conditions of a society's correctional centres and the treatment of offenders to the character of that society.

While the issues of conditions and treatment are rightly the province of inspection, a more fundamental question which impacts on conditions and treatment is who it is whose liberty is taken by the State and is the subject of the custodial experience. The answer to this question focuses attention on the profile and size of the inmate population which are physical manifestations of the failures of wider public policies, over which the correctional agencies have little influence and with which it has to contend.

Community knowledge of and confidence in the correctional system is significantly influenced by its transparency. Conversely, where what happens behind correctional centre walls is opaque to inquiry, community confidence is undermined. If the community is to be engaged, and it should be, in the management of inmates and correctional centres, it needs to be informed. But the public's comprehension of corrections has long been undermined by misinformation, disinformation and prejudice and simply by the closed nature of correctional centres which has tended to privilege security over all other considerations.

Correctional systems also tend to be self-referential, which means that root-and-branch reform is rarely generated internally, but is rather the product of external intervention, where the outside is brought into the correctional system or centre. In the history of NSW corrections, this has usually been a product of some crisis or manifest failure, such as that documented in the 1978 Royal Commission into New South Wales Prisons. This is not to deny that correctional agencies, with the right leadership and with political support, are quite capable of making internal changes and systems improvement on their own volition.

The advent of formal announced and unannounced inspections and reporting to Parliament by an independent inspection body represents an important contribution to giving members of the community and their parliamentary representatives confidence in the care and custody of inmates and how correctional centres are being managed in their collective name.

The publication of the New South Wales Inspection Standards ensures the consistency and transparency of these inspections. The Inspection Standards has drawn upon a range of international and domestic treaties, covenants, instruments, standards and research. These have included the UN Standard Minimum Rules for the Treatment of Inmates, European Prison Rules and the Standards of the European Committee for the Prevention of Torture (CPT). It has also drawn upon the UK Prison Service's "Decency Agenda" and Her Majesty's Inspector of Prisons' Healthy Prisons test and Expectations and relevant research, including that of the Institute of Criminology, University of Cambridge into the development and application of the Measurement of the Quality of Prison Life (MQPL) and the Staff Quality of Life (SQL).

The Inspection Standards has also been informed by the national correctional reporting framework, reports of the Ombudsman, the Independent Commission Against Corruption (ICAC) and the Coroner, relevant NSW legislation, regulations and the Standard Guidelines for Corrections in Australia 2012. In particular, it has been inspired by and owes much to the Western Australian Inspector of Custodial Services' Code of Expectation Standards, on which it is based. Finally, the development of Inspection Standards has been complemented by observed policy and practice in the delivery of custodial services in NSW. The Inspection Standards is thus founded on an approach which is considerably broader than an inevitably limited human rights-based approach.

The publication of the Inspection Standards ensures visibility for custodial management and staff and the community of the operational standards on which inspection consistently will be based. It is thus part of a quality regime which fosters the continuous improvement of custodial services in NSW.

The basis of the Inspection Standards lies in the principles of independent inspection, accountability, prevention, purposeful and rehabilitative imprisonment, and the protection of human rights.

Independent inspection

International human rights instruments call for the regular inspection of correctional and detention centres by 'a competent authority distinct from the authority directly in charge of the administration of the place of detention or imprisonment.' This is simply a recognition of the need to ensure the integrity and credibility of the inspection process and its outcomes by ensuring that there is no "capture" of the inspecting body by the agency being inspected.

Accountability

In correctional centres there is a considerable power imbalance between staff and inmates, and the potential for abuse is always present. Consequently, there is a heightened requirement for accountability and transparency in the way that correctional centres and inmates are managed to prevent abuse and to protect a wider range of human rights – this is the primary function of independent custodial inspection.

The Inspection Standards is also concerned with the accountability of the Inspector: it makes it clear what are the values of the Inspector, what it is that will be inspected and on what evidence independent judgement will be exercised.

Prevention

Accountability processes frequently only are initiated after an incident or on completion of an inquiry, by which time damage may have been done to inmates, staff and to families and facilities. The history of such events in NSW suggests that the momentum for change generated by a significant incident and its associated inquiry dissipates over time, until the next similar incident. Thus inspection is very much concerned with prevention and should operate well upstream from other regulatory agencies, such as the Ombudsman and ICAC.

Purposeful and rehabilitative imprisonment

The notion of rehabilitative imprisonment is firmly grounded in the belief that people can change. Imprisonment consequently provides opportunities and support for change through reflection, learning, behavioural change and skill improvement.

While imprisonment is a last resort mechanism for protecting society from crime, most inmates will be released back to the community. The longer-term protection of society consequently requires a focus on inmate rehabilitation and preparation for release to ensure, so far as practicable, that released inmates are both able and motivated to lead a law abiding and self-supporting life.

Correctional centres also provide the opportunity for inmates to make reparation for the harm done by their offending. Indeed, keeping inmates idle is both destructive to the human spirit and increases the risk of unrest. Imprisonment should therefore seek to provide a wide range of constructive activity for inmates that will keep them meaningfully occupied.

Human rights

I Inmates' fundamental human rights are not forfeited because of their imprisonment and are in fact limited only in so far as is demonstrably necessitated by the fact of imprisonment. Modern correctional centres are institutions of the civil society and inmates do not cease to be its members, regardless of the seriousness of the crime they may have committed. Consequently, inmates must always 'be treated with humanity and with respect for the inherent dignity of the human person.'

While considerable emphasis is placed on the requirement for compliance with human rights standards, the observance of human rights is integral to good correctional centre management and the most effective and safest way of managing correctional centres. The best argument for observing human rights standards is not merely that they are required by international or domestic law, but rather a human rights-based approach is simply sound correctional practice, which good correctional staff have long followed, even if not under that banner.

In the broad, inspection under the Inspection Standards seeks to determine whether the element of the Custodial Centre or Service being inspected, in summary, contributes to the Healthy Prison, which has four elements, as follows:

- **Safety:** inmates, even the most vulnerable, are held safely.
- **Respect:** inmates are treated with respect for their human dignity.
- **Purposeful activity:** inmates are able, and expected, to engage in activity that is likely to benefit them.
- **Resettlement:** inmates are prepared for release into the community, and helped to reduce the likelihood of their re-offending.

Finally, it is recognised that Healthy Prisons will not be created and sustained by international covenants and standards, human rights law, by court decisions, nor by this Inspection Standards. The key to the realisation of this will be inspirational leadership and the professional execution of their duties by men and women of demonstrated integrity, intelligence and competence.

Corrective Services NSW and Justice Health & Forensic Mental Health Network has been consulted during the development of the Inspection Standards. However, the Inspection Standards remain the Inspector's code. It is the view of the Inspector that to develop joint standards, so that correctional centres could be both managed and inspected against mutually agreed standards would be to reduce inspections to an audit function and would negate the value of independent inspection and the exercising of independent judgement. To ensure their continuing relevance and identify possible gaps within it, the Inspection Standards will be examined as part of each inspection.

Inspector of Custodial Services
July 2014

Introduction – Inspection and the objectives of imprisonment

Imprisonment is the most severe criminal justice sanction that may be imposed in Australia. An order for the imprisonment of an individual requires that they be placed in the custody of a legally constituted authority and, unless otherwise authorised, confined in a correctional centre.

The punishment inherent in imprisonment is the loss of freedom itself and no more. Inmates are to be managed and contained in a safe, secure and humane manner. Indeed, an order for imprisonment imposes upon the authority administering the order a duty of care with regard to ensuring the safety and well being of the person in custody as well as taking a proper risk management approach to preventing the person from harming themselves or others, as well as preventing escape.

To further understand the objectives of imprisonment it is necessary to distinguish between the imprisonment of unsentenced and sentenced inmates.

Remand or unsentenced inmates

The court may determine for a number of reasons that an accused person be remanded in (committed to) custody until the matter may be brought to trial or until the person's guilt or innocence is determined, or in some circumstances until the conditions of bail can be met. The purpose of such remand imprisonment is therefore to ensure their availability and readiness for their next court appearance while ensuring that they pose no danger to themselves or others.

By law, remand inmates are accorded a presumption of innocence and the conditions of custody and treatment of remand inmates should reflect this presumption of innocence. Remand inmates should therefore be assisted to prepare for their trial, meet any bail conditions that would enable their release on bail, maintain contact with relatives and friends, maintain their community accommodation and employment, and get help with pressing personal problems. Their conditions of imprisonment should not be less than is provided for sentenced inmates, including being entitled to access general health services and participate in work, education, recreational activities, and religious observance.

Remand inmates should be kept separated from sentenced inmates unless they waive the right to such separation, and in the opinion of the correctional centre it is safe for them to do so. Remand inmates should be given opportunities for work and development but should not be 'required' to work or undertake programs addressing their offending. Nonetheless, a period of remand imprisonment provides an opportunity that should not be missed for inmates to review their personal situation and the correctional centre should facilitate and assist this process. Consequently, within the bounds of the allocation of scarce resources and the duty of care owed to inmates, it makes sense to offer awareness and treatment programs to inmates, particularly for inmates with drug or alcohol problems.

Finally, the administering authority's duty of care for the management of these inmates must be based upon an assessment of all of the risks associated with managing each individual inmate. Full account should be taken of the seriousness of the charges that have been made against them and any previous history of offending or other known risk factors.

Under the *Crimes (Sentencing Procedure) Act 1999* (NSW) a correctional centre sentence serves multiple purposes: it serves to punish an offender; it acts as a deterrent to the offender and others; for the period that it incapacitates it prevents the offender from committing other offences; it protects society; and it is to reform or rehabilitate the offender. However, given that the punishment aspect of a sentence is determined by the court through the length of the sentence, and that imprisonment does not imply, entail or empower any other punishment, humiliation, or cruel or unusual treatment of a person in a correctional centre other than the deprivation of freedom itself, correctional centres should not adopt punishment as an operationally useful purpose.

Standard guidelines for corrections in Australia

In 2004 all state and territory ministers for corrective services in Australia approved the revised Standard Guidelines for Corrections in Australia as constituting "outcomes or goals to be achieved by correctional services..."

These standards were developed in accordance with nine principles that (in summary) relate to inmates being:

- treated with respect;
- owed a duty of care;
- managed fairly and without discrimination;
- managed in a graduated system of restriction based on risk;
- managed as individuals with recognition of diversity and special needs;
- kept active in a dynamic and structured environment with opportunity to make reparation;
- provided with opportunity to address offending behaviour and develop skills;
- accorded recognition for customary law, where appropriate; and
- prepared for release.

These principles provide for the philosophy that underpins the Guidelines. However, the Guidelines may be seen to be in competition with each other and consequently, "custodial administrators are not given a clear target." The number and complexity of the Guidelines leaves considerable room for operational interpretation, and in correctional centres the default setting is generally toward custody and security. This often means that good rehabilitative work or decent humanitarian management may be undermined the more security is privileged.

Each inmate must be managed at the least level of security necessary to ensure safety, and the longer-term protection of society requires that inmates be treated with decency and humanity and that there be a focus on preparation for release to ensure, so far as practicable, that they are able and motivated to lead a law abiding and self-supporting life upon release.

Correctional centres are essentially closed institutions into which few members of the community venture. Inmates are sent into these closed environments, and the complex and difficult task of managing them is given to staff, who under certain circumstances are empowered to use force to maintain order. Consequently, there is an elevated need for accountability and transparency in the way that correctional centres and inmates are managed. This means helping people to see into the correctional system and to understand what goes on. By so doing, it is made more difficult for anyone to act unfairly or corruptly, or for staff to be wrongly or unjustly accused or criticised. Thus public confidence and trust that correctional centres are being run properly may be increased. This is a major function of independent custodial inspections.

Inspections also serve the public interest by seeking to ensure that the objectives of imprisonment are achieved, by seeking to raise the quality of correctional services so they become more professional, evidence-based, effective and more humane. All of this is directed at improving outcomes for inmates. It is necessary for inspections to exercise independent judgement on the nature of the experience of imprisonment as well as the material conditions of imprisonment as they impact on both staff and inmates. Inspections should also highlight good practice, where it occurs, as equally important to the ability to identify and report on deficiencies and areas for improvement. The Inspection Standards establish the inspection benchmarks for more effective, more accountable, and more humane correctional services.

Abbreviations

AMA	2013 – Australian Medical Association Medical Ethics in Custodial Settings 2013
ACA	American Correctional Association Standards for Adult Correctional Institutions 2003
ABA	American Bar Association Standards for Criminal Justice on the Treatment of Prisoners Third Edition 2010
BPP	Body of Principles for the Protection of Persons Under Any Form of Detention or Imprisonment 1988
BPT	Basic Principles for the Treatment of Prisoners 1990
BR	United Nations Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders (the Bangkok Rules) 2010
CAT	Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment 1987
CEDAW	Convention on the Elimination of Discrimination Against Women 1979
CPT	Committee for the Prevention of Torture - The Standards 2006
CRC	Convention on the Rights of the Child 1989
CSNSW	Corrective Services New South Wales
EPR	European Prison Rules 2006
HRC	Human Rights Committee Concluding Observations of the Human Rights Committee on the Second and Third U.S. Reports to the Committee 2006
ICCPR	International Covenant on Civil and Political Rights 1976
ICPS	International Centre for Prison Studies Human Rights Approach to Prison Management Second Edition 2009
ICSECR	International Covenant on Economic, Social and Cultural Rights 1976
ICRD	International Convention on the Elimination of All Forms of Racial Discrimination 1969
NHAHP	NSW Health Aboriginal Health Plan 2013-2023. 2012
R-SGCA	Revised Standard Guidelines for Corrections in Australia 2012
RCIADIC	Royal Commission Into Aboriginal Deaths in Custody1991
SMR	Standard Minimum Rules for the Treatment of Prisoners 1955
UDHR	Universal Declaration of Human Rights 1948
UNDRIP	United Nations Declaration on the. Rights of Indigenous Peoples 2007
WHO	World Health Organisation A WHO Guide to the Essentials in Prison Health 2007
WHO	World Health Organisation The Ottawa Charter for Health Promotion. 1986

Reception and admission

The reception and admission process should provide an orderly and safe transition to correctional centre custody for new or transferred inmates.

1 The admission and reception of any inmate must trigger the gathering of all relevant previous information and the generation of new information necessary to effectively manage the individual needs and risks of each inmate.

1.1 Each correctional centre that receives and admits an inmate should have access to all relevant risk, assessment and management information on that person, to ensure that centre staff can make informed and appropriate arrangements for the management of the inmate.

1.2 Each correctional centre must ensure that all information relating to an individual inmate is treated with strict regard to confidentiality.

1.3 A process should be initiated for checking to see if there are any outstanding fines or warrants.

Supporting Documentation
R-SGCA 1.1
SMR 7, 66
EPR 15.1, 16
BR 2

2 The reception and admission of each inmate should be designed to ease their adjustment to the correctional centre, treating them with decency, and ensuring their individual safety and wellbeing.

2.1 The reception and admission process should not be degrading to inmates who should be treated with decency and respect.

2.2 Each inmate's privacy should be safeguarded during the admission and reception process, particularly with regard to any information likely to be of a confidential nature.

2.3 Each inmate's experience of being received into a correctional centre should be (to the best extent) positive and such that it reduces the anxiety of admission.

2.4 Reception and admission staff should be trained to deal with newly received inmates who may be anxious, distressed or uncooperative. There should be entry-level training for reception and admission processes and shift handover arrangements in reception facilities.

2.5 The vulnerability of inmates must be ascertained and appropriately safeguarded. This is particularly important for the first days in a correctional centre, but should also involve an assessment of longer-term safety and wellbeing through subsequent classification review.

2.6 The formal reception process must provide timely key information to inmates that enables them to understand their immediate rights and obligations under legislation and correctional centre rules.

2.7 If an inmate is illiterate, information should be conveyed orally. If an inmate does not speak English, an interpreter should be used.

2.8 Inmates should be advised about when they will receive an induction to the correctional centre.

2.9 Inmates should receive a structured and comprehensive induction to the correctional centre and its services

2.10 Newly admitted inmates, especially young inmates, (other than inmates transferred into minimum-security from another correctional centre) should be accommodated separately from the general population during the admission and induction process.

Supporting Documentation

R-SGCA 1.4, 1.5
EPR 15.2, 16(c, d), 30.1
SMR 35

3 All inmates should undergo an initial health assessment in order to identify treatment needs and provide appropriate intervention for any pressing medical (including drug, alcohol or mental health) concerns. Of particular concern must be the detection of any self-harm or suicidal ideation.

3.1 Health screening must be undertaken by an appropriately qualified health professional.

3.2 All inmates with any indications of possible identified mental illness should be referred to Custodial Mental Health for assessment, referral and recommendations for suitable placement. These inmates must remain in the reception area until seen by required health services and should not be placed elsewhere.

3.3 Aboriginal inmates with any indications of possible identified mental illness must be reviewed by Mental Health Aboriginal workers.

3.4 Where the health professional conducting the assessment forms an opinion that the inmate's life or well-being are at risk, that opinion must be communicated to the appropriate correctional staff as soon as possible. Inmates identified as at risk of self-harm or suicide on reception are housed in a safe environment and reviewed daily. Inmates should be treated with respect and their privacy safeguarded during the health assessment process. Inmates have a responsibility to disclose known health issues

3.5 For inmates who do not speak English sufficiently, or are deaf, an interpreter should be used to ensure a full understanding and exchange of information by both the inmate and the health professional

3.6 Inmates should be made aware of any illness or medical condition that is detected during the screening process and/or any pre-existing medical condition.

3.7 If a health screening is not possible immediately, then appropriate management action must be taken to ensure the safety of the inmate until the inmate's health status/vulnerability is known.

3.8 The inmate should be given information on how to make an appointment/self-referral process and the availability of Mental Health telephone services.

Supporting Documentation

R-SGCA 1.3
EPR 16(a)
BR 6

4 All inmates newly admitted to a correctional centre should be given the opportunity to make arrangements to resolve any family matters and issues relating to property or business operations. Where necessary, inmates should have immediate access to services to facilitate such arrangements

4.1 All inmates should be offered the opportunity to inform their families of their imprisonment as soon as practicable after their admission to a correctional centre.

4.2 For Aboriginal inmates from regional communities special regard should be given to any difficulty with contacting family.

4.3 For inmates who do not normally reside in Australia, a third party, such a consular authority may be used to inform their family.

4.4 Inmates should be provided with opportunities to make arrangements for the welfare of their children, next of kin or other dependents as soon as practicable after admission.

Supporting Documentation
R-SGCA 1.2
EPR 15.3

Remand (unconvicted) inmates

"Accused persons shall, save in exceptional circumstances, be segregated from convicted persons and shall be subject to separate treatment appropriate to their status as unconvicted persons;" (Article 10(2)(a), International Covenant on Civil and Political Rights). "Everyone charged with a criminal offence shall have the right to be presumed innocent until proved guilty according to law. " (Article 14(2), International Covenant on Civil and Political Rights). "In the determination of any criminal charge against him, everyone shall be entitled to the following minimum guarantees, in full equality: (b) To have adequate time and facilities for the preparation of his defence and to communicate with counsel of his own choosing" (Article 14(3) (b) International Covenant on Civil and Political Rights).

5 The regime for remand or unconvicted inmates should reflect the fact that they have been charged, but not convicted, of a criminal offence.

5.1 Remand or unconvicted inmates as far as is practicable, are to be kept separate from other classes of inmates.

5.2 Remand inmates are presumed to be innocent, and are not to be required to work or undertake programs addressing their offending. However, work, education and programs should be made available.

5.3 Remand inmates should be allowed to undertake reasonable activity to maintain external interests such as accommodation or employment.

Supporting Documentation
R-SGCA 1.9, 1.13
ICCPR 10 (2) (a)
SMR 84, 85, 89
EPR 95.3, 100.1, 100.2

6 Remand inmates should be held in readiness for their next court appearance and assisted to prepare for that appearance.

6.1 Remand inmates (and inmates who have appealed) must be given adequate access to correctional centre facilities for the preparation of a defence, and be assisted to communicate with a legal counsel of their own choosing.

6.2 Remand inmates and their legal representatives should be able to have private and unmonitored telephone conversations and meetings, as frequently as necessary.

6.3 Inmates should be able to access current legal resources.

6.4 Remand inmates should be able to wear their own clothing when appearing in court, and should be provided with the means to launder such clothing.

6.5 Arrangements should be in place to ensure that inmates attending court are provided with meals at normal times, or if this is not possible, a meal before they attend court.

6.6 Correctional centres should facilitate video court appearances where practicable and where to do so does not prejudice justice.

Supporting Documentation
R-SGCA 1.12, 1.17
SMR 88, 93
EPR 97.1, 97.2, 98.1, 98.2

7 Remanded inmates who have bail conditions should be assisted to meet those conditions and be released from custody, as soon as practicable.

7.1 Any bail conditions that are attached to the remand custody order should be actively and regularly reviewed to ensure that unconvicted inmates are not held in correctional centre unless it is absolutely necessary.

7.2 Any inmate who is released to bail from court should have their legal documents, cash and property returned immediately. Inmates should never be in the position of being released at the end of a day at court without access to accommodation and some money for food.

Supporting Documentation
RCIADIC Recms 89-91

8 Inmates remanded in custody should be expected to have a high need for welfare services as a consequence of their transition into custody.

8.1 Remand inmates should be able to receive an unlimited number of visits

8.2 Remand inmates should be given opportunities to resolve any urgent outstanding matters arising from their transition to a correctional centre such as advising family, making arrangements for dependents, pets or urgent property matters.

8.3 Remand inmates should be immediately asked if this is their first time in custody and they should be offered information about the induction program and how they can obtain further information about their case.

8.4 Special first night and first (few) days regimes should be in place to ensure remand inmates' safety and wellbeing.

Supporting Documentation
R-SGCA 1.16
SMR 92
EPR 99

9 The management and care of remand inmates should acknowledge and minimise the particular stresses and uncertainties that confront remand inmates, and these factors should be borne in mind by staff responsible for their management.

Remand periods may be long and uncertain due to court delays, and remand inmates may become anxious or angry, which may affect their behaviour.

9.1 Remand inmates should be managed as a separate group from sentenced inmates, unless they indicate in writing that they have no objection. They should have as little contact with sentenced inmates as possible.

9.2 Where sentenced inmates are placed among remand inmates (for example to undertake certain skilled work) they must be regularly assessed to ensure that bullying is not occurring.

9.3 Remand inmates' conditions of imprisonment should not be less than is provided for sentenced inmates. This includes entitlements to access general health and welfare services, work, education, recreational activities, religious observance and other relevant activities and services.

9.4 Remand inmates should have security assessments completed wherever practicable, in order to facilitate their management and accommodation at the lowest level of security consistent with the protection of staff and the community, and the requirements of justice.

9.5 Remand inmates should be offered opportunities for addressing drug and alcohol issues and where appropriate, cognitive skills development programs.

9.6 Remand inmates should be case managed and the conditions of their continued custody be subjected to regular review.

Supporting Documentation

R-SGCA 1.10, 1.11, 1.14
SMR 84, 85, 89
EPR 101

Inmate classification

Inmates are distinct individuals who each pose different types and levels of risk to the community, other inmates, staff or themselves. A transparent, objective, and accurate assessment of security risks with regular reviews is essential to ensure safe custody of each inmate.

As a general principle, inmates should be held at the lowest level of security appropriate to their individual circumstance. Consistent with the observation of human rights and in support of a rehabilitative custodial regime, inmates should be assigned to correctional centres as close as possible to their family, significant others, or community of interest.

10 CSNSW must have in place an accurate and transparent classification system that enables inmates to be individually assessed and placed into the lowest classification level commensurate with safety.

10.1 Inmates should be managed within a system that provides for graduated levels of restriction and security according to the risks posed by the inmate and, as far as practicable, the location of the community of interest of the inmate.

10.2 The classification system for inmates should be based upon an objective assessment of dangerousness, threat to order and security, risk of escape, criminogenic and other program needs and preparation for release. This system may include advice from other State and Commonwealth agencies.

10.3 Inmates should be made aware of the classification system and criteria in a way they can understand. This should also include the consequences of escape or attempted escape and the details of the process for appeal against a classification decision.

10.4 All risk assessment instruments should be regularly reviewed to ensure that the risk assessment process remains relevant and appropriate, and that it is not discriminating against particular groups of inmates.

10.5 The classification system should take account of the generally lower risks posed by women, and should take account of Aboriginality.

10.6 The classification system should take into account past behaviour and provide for a graduated scale of restrictions or changes to classification that take into consideration the seriousness and circumstances of the breach

10.7 An inmate's classification should be reviewed as part of a wider case management review annually. Inmates should have input into such reviews.

10.8 Young, first time offending, short-term inmates should be accommodated separately from "mainstream" inmates to avoid criminalisation.

10.9 Unless there are specific unacceptable risks, each inmate should be classified minimum-security and placed at a minimum-security correctional centre, transitional centre or pre-release centre prior to release.

Supporting Documentation

R-SGCA 1.28, 1.39, 1.340, 1.42, 1.45
SMR 8, 63(2), 67
EPR 18.10, 51.3, 51.4, 51.5, 52.1
BR 40-41

11 The segregation and protective custody of inmates must only be undertaken strictly in accordance with legislative provisions

11.1 Segregated and protective custody directions must be in writing. As soon as practicable after the directions are given, the inmate must be advised of their rights to a review of the direction.

11.2 Segregation and protected custody may be used only as an interim measure and should never be used for an extended period or as a punishment.

11.3 Inmates in segregated or protective custody should never be denied access to medical attention or any existing schedule of medication.

11.4 Inmates should be given reasons for any classification decision.

11.5 Classification and placement regimes should not impede inmate access to legal representatives.

Supporting Documentation
R-SGCA 1.81-85
CPT Standards 56
RCIADIC 181

12 Prior to allocating inmates to share a cell, a formal risk assessment must be completed, which includes consultation with the inmates concerned.

12.1 Multiple occupancy accommodation should only be provided for inmates with appropriate risk and need profiles and who have agreed to such placements.

Supporting Documentation
R-SGCA 2.5
SMR 9
EPR 18.5, 18.6, 18.7

13 Inmates should be held at a correctional centre as close as possible to their family and their community of interest.

13.1 There should be sufficient correctional centre infrastructure in each region to accommodate the inmates of the region, providing for different levels of security in proportion to the risk profile of the regional inmate population.

13.2 Correctional centre infrastructure should meet state-wide requirements for specialist custodial purposes, such as for specialist forensic mental health services. If inmates are placed at correctional centres outside their home region it should be for the minimum time necessary.

13.3 Particular consideration should be given to the placement of Aboriginal inmates who retain a strong attachment to their own country. Where such out of country placement is unavoidable, there should be compensatory measures such as video telephone calls to family.

13.4 Foreign national inmates should be placed at correctional centres that best provide any non-standard services necessary for their humane treatment, for example translators, or access to consular services.

13.5 The management and placement of female inmates should reflect their generally lower security needs, but their higher needs for health and welfare services, and for contact with their children.

Supporting Documentation
R-SGCA 1.43
EPR 17.1
RCIADIC 168
BR 4

Sentence administration and release arrangements

International human rights instruments stipulate that 'no one shall be deprived of his liberty except on such grounds and in accordance with such procedure as are established by law'. Correctional centres are responsible for ensuring that all persons received into correctional centre are done so in accordance with a legally valid order and that inmates are not held beyond their legal release date.

Where parole or other early release period is available, correctional centres must assist inmates to achieve release at their earliest eligibility date for release.

14 Correctional centres must ensure that sentences are fully enforced and that inmates are released at the earliest time, consistent with the law.

14.1 Correctional centres must have effective processes to ensure there is a legal order for each inmate who is admitted to the correctional centre and that the inmate is released on the correct day.

14.2 Inmates must never be held beyond the date of their release date, except as provided for in s.8 (2) (b) of the *Crimes (Administration of Sentences) Act 1999*.

14.3 The release date, including any parole consideration date, for each inmate must be accurately calculated and communicated to the inmate. These dates should be confirmed to the inmate at the annual case conference. Inmates should be able to verify the accuracy of their sentence calculation.

14.4 Correctional centres should have in place procedures for inmates about to be released to check their property and accounts before release and where appropriate, submit a written complaint. Procedures should also ensure pre-release interviews and briefings, where appropriate, on parole, bond, or bail conditions.

Supporting Documentation
R-SGCA 1.18 -.20
SMR 7(2)
EPR 14, 30.3, 33.1, 33.3

15 Remand inmates must be informed of the details of their remand imprisonment and the dates of forthcoming court appearances, when these become known.

15.1 Each inmate should be advised/have confirmed the reason and length of their custody.

15.2 If an inmate is received on a remand warrant that has bail conditions, correctional centre staff should provide timely assistance to the inmate to support release to bail at the earliest time.

Supporting Documentation
EPR 30.3

Induction

Correctional centres are complex and may be bewildering when first encountered, so inmates should be assisted to understand the correctional centre layout and regime. Induction is a communication process: information is collected from the inmate and imparted to them.

16 Correctional centres should conduct formal induction programs which provide all inmates with an orientation to the correctional centre, its operations and the services so as to facilitate informed choices within the discretion allowed to inmates.

16.1 Induction processes should provide information in a manner that is readily understood by each inmate. This may require using interpreters, oral, written and visual media and a tour of the correctional centre.

16.2 The induction process should commence within a day of the inmate being admitted to the centre.

16.3 Induction should include details of the physical layout of the correctional centre and the structure of any incentive schemes. It should provide information regarding the activities, employment, training, education, programs, and arrangements for family visits and the use of telephones. It should provide information regarding supports for inmates' families. Induction processes should also outline the process of referral and requests for services and information in the Centre.

16.4 Induction processes should include information sessions on the right of inmates to communicate confidentially with Official Visitors, the Ombudsman, the Independent Commission Against Corruption, and Health Care Complaints Commission and outline the CSNSW complaints process.

16.5 Notices and schedules of events and activities should be prominently displayed in inmate areas such as accommodation units, to provide updated orientation information.

Supporting Documentation
R-SGCA 1.6
SMR 35; EPR 30.1

Custodial infrastructure

It is well documented that the inmate population is a fundamentally unwell one and that correctional administrators must deploy every tool in their therapeutic armouries to respond to this reality. These tools include correctional centre design, construction and fit out, which must be evidence-based. Custodial infrastructure should contribute to achieving a balance between community protection and the safety, health and wellbeing of inmates, staff and visitors. Correctional centres must never be dilapidated, degrading or inhumane. Site layout, movements and building design should support a full range of service delivery and maximise opportunity for positive human interaction.

The physical environment of correctional centres can be as important as the correctional centre regime in determining the correctional centre experience of inmates and staff. While personal safety and the maintenance of control are primary considerations in correctional centre design, poor correctional centre designs have also served to reinforce the isolation, sensory deprivation, powerlessness and alienation of inmates. Modern penological regimes are built upon interactive relations and correctional centre design should facilitate these interactions.

Correctional centre design should support staff in the execution of their duties and not exacerbate stress over concerns for safety, security and well-being.

Secure correctional centres should have perimeter barriers capable of deterring and withstanding a breach from inside and outside. However, neither maximum nor medium-security perimeter barriers should be designed to overpower the senses.

A range of effective security systems and procedures should be established to complement the perimeter barrier system.

Perimeter security arrangements must deter, detect and secure inmates from escape as well as minimise the introduction of contraband.

Supporting Documentation
EPR 51.1

17 Minimum security-correctional centres, transitional centres and pre-release centres that do not have perimeter barriers, or where these are open for part of the day, should have in place clear zoning and signs that indicate the limits of inmate and outsider access.

17.1 Where low or minimum-security fences and gates are constructed around minimum-security correctional centres, these should be supplemented by robust procedural and dynamic security measures.

Supporting Documentation
EPR 51.1

18 Internal buildings and static security measures should have regard for inmate, staff and visitor safety while 'normalising' the correctional centre environment, as far as practicable.

18.1 Reliance upon physical internal barriers should be minimised in favour of zoning by landscaping, building exteriors and prescribing particular areas for certain groups of inmates.

18.2 Officer posts must have mutually supporting sight lines and coverage of inmate movement routes.

18.3 All internal unsupervised inmate areas should be free of obvious ligature points.

18.4 Good lines of sight should be incorporated into all correctional centre design while retaining a human scale to all areas. Surveillance cameras in maximum and medium-security correctional centres should be used to supplement staff supervision; they complement, but do not replace, awareness. The use of surveillance technologies must not be at the expense of staff awareness.

18.5 Cell doors should be fitted with an access hatch that allows communication, and even the control of an inmate in certain defined circumstances, without opening the cell door.

18.6 Shared spaces should provide for levels of privacy, subject to safety.

18.7 Multiple occupancy accommodation should only be provided for inmates with appropriate risk and need profiles and who have agreed to such placements.

Supporting Documentation
R-SGCA 1.27, 1.49
EPR 52.3

19 Building design and layout should be appropriate to function and to the background and profile of the inmates to be held.

19.1 Within the limitations of cost effectiveness, accommodation arrangements should provide for small group housing units in preference to large multi-story cell blocks. Such smaller arrangements provide a more human scale to buildings and reduce the anonymity and social isolation that comes from housing large groups of inmates together.

19.2 Preference should be for semi-autonomous units of up to 100 inmates, comprising small group living areas of around ten inmates or less, as small communities are better able to promote cooperation and responsible choice by inmates.

19.3 Living and accommodation units should be master planned to facilitate incentive management schemes appropriate to the inmate profile, and include self-care living, where practicable.

19.4 There are no clear international standards on cell size. 9sqm has been considered a satisfactory size for an individual cell and is now a de facto international norm.

19.5 Whether or not space is adequate depends upon if it is being shared, how many hours a day inmates are locked inside, whether they have in-cell access to shower and toilet and ambient temperatures.

19.6 Cell design should be consistent with recognised fire and safety standards.

19.7 Cells (except those in minimum security buildings) must be free of ligature points and their design should provide for inmate privacy, adequate fresh airflow, natural light, thermal comfort and serviceable emergency communications.

19.8 Multiple occupancy cells should provide adequate unencumbered space and privacy when toilets or ablutions are used.

19.9 Common rooms should provide sufficient seating and writing surfaces. They should include adequate facilities, for example telephones, to ensure these do not become objects of competition for access or control.

Supporting Documentation
R-SGCA 2.3-4
EPR 18.6
RCIADIC 165,173

20 The number of inmates should not exceed a correctional centre's design capacity. Where this is temporarily unavoidable, compensatory processes should be implemented to mitigate disadvantage and risk to both staff and inmates. "Doubling up" should not be portrayed as increased design capacity

Overcrowded correctional centres are toxic; they are at greater risk of being degrading or unsafe.

20.1 Where the number of inmates sharing a cell or accommodation unit exceeds the design capacity, correctional centre management must consider reducing the number of hours locked in cells, enhancing the availability of activities or implement other compensatory measures to mitigate the effects of the reduced amenity.

20.2 Overcrowding should not disrupt inmates' access to the correctional centre's regime or services.

20.3 Where the number of inmates exceeds the design capacity of the correctional centre, the General Manager should receive regular reports on "climate" and performance, and other necessary information regarding access to services, programs and recreational activities.

20.4 More staff should be employed if necessary to ensure the regime and services are not disrupted or diluted.

Supporting Documentation
EPR 18.4

21 Correctional centres should establish a maximum population cap to avoid excessive levels of overcrowding.

21.1 Overcrowding can have significant detrimental effects on the standard of living, regime and safety within a correctional centre. An overcrowded correctional centre may entail cramped and unhygienic accommodation, a constant lack of privacy, reduced out of cell activities, demand outstripping the capacity of staff and facilities, overburdened health care services, increased tension and potentially increased levels of violence.

21.2 The number of inmates should not be so large that individual treatment is impaired.

Supporting Documentation
SMR 9 (1) & 10
EPR 18.1,18.3.18.4, 18.6

22 Correctional centres should incorporate a 'healthy buildings' approach to climate control, amenity, lighting and outlook.

In Australia, air conditioning has been widely used to try to achieve a year-round temperature at 23 degrees in work places. However, there is evidence that occupants of naturally ventilated buildings are generally comfortable in temperatures that more closely reflect the patterns of the outdoor climate. Such buildings have the added advantage that they use less energy and emit fewer greenhouse gases.

22.1 There should be an adequate ventilation system ensuring circulated fresh air to all occupied areas of the correctional centre.

22.2 There should be an effective climate control system allowing temperature and humidity to be mechanically raised or lowered to acceptable comfort levels. A temperature range should be set (that reflects winter and summer seasonal temperature variations) in consultation with inmates and staff.

22.3 There should be design provision for some degree of inmate control over their immediate cell environment.

22.4 Windows in all cells must permit sufficient natural light to facilitate inmates reading and writing.

Supporting Documentation
SMR 11, R-SGCA 2.3
EPR 18.1, 18.2

23 Correctional centre buildings and the layout of the correctional centre should be culturally appropriate for the inmate population.

23.1 In correctional centres where there are large numbers of Aboriginal inmates, elders and members of appropriate local community groups should be consulted in centre design and construction to ensure, as far as is possible, a culturally appropriate environment and facilities.

23.2 The design and construction of external spaces should be undertaken in full consultation with appropriate Aboriginal groups and inmates. Correctional centre management should ensure on-going consultation with inmates regarding the use of such places.

23.3 Correctional centre infrastructure should have regard to the diversity of Aboriginal cultures and the resulting need for a range of places and facilities appropriate to the needs of different Aboriginal groups for association or separation.

23.4 Correctional centre infrastructure should also respond to the other cultures which are represented in the inmate population.

Supporting Documentation
UNDRIP 2007
RCIADIC 173

24 The design of correctional centres for women should incorporate a female-centred approach to imprisonment

24.1 The design of females-only correctional centre facilities should be based upon wide consultation with female inmate and community groups and documented research.

24.2 The level of security should take into account the generally lower levels of risk posed by female inmates, but their higher privacy and health care needs.

24.3 Women-only correctional centres must provide sufficient appropriate accommodation and facilities for the in-correctional centre care of pregnant women, infants and children.

Supporting Documentation
BR

25 Where male and female inmates are to be accommodated in the same correctional centre, correctional centre design should facilitate comprehensive regime participation for both male and female inmates, while providing for appropriate levels of privacy through the use of separate living unit precincts.

25.1 Female inmates must be able to avoid being exposed to constant view or being harassed by male inmates.

25.2 Female inmates should be held at the lowest level of security commensurate with individual risk, rather than placing all females together under one high-security regime.

25.3 Correctional centres that accommodate female inmates as well as male inmates must provide sufficient appropriate accommodation and facilities for the in-correctional centre care of pregnant women, infants and children.

25.4 Accommodation, facilities, programs and activities for female inmates should not be of a lesser standard than that which is afforded to male inmates.

Supporting Documentation
R-SGCA 1.42, 1.44
SMR 8(a)
EPR 18.9

26 Correctional centre buildings and layout should facilitate the full involvement in correctional centre regimes of geriatric and disabled inmates (including those with physical, sensory, cognitive and psychiatric disabilities).

26.1 Access to all areas and services should be achievable for the disabled and geriatric.

26.2 Environmental design must take into consideration mental health problems and/or disabilities that may heighten sensory sensitivity to, and effects of, environmental surroundings. This is not to suggest that the environment should be stimulus-free, but rather that elements of the environment should be unobtrusive and unambiguous.

26.3 Inmates with mobility impairment may need to be housed in physical access cells with access built to Australian Premises Standards.

Supporting Documentation
The *Disability (Access to Premises-Buildings) Standards 2010*

27 The design of special accommodation for inmates that are deemed to be at risk of suicide and require a temporary separate management regime should incorporate therapeutic environmental principles that include regard for a good level of amenity and activity, natural light, high levels of staff/inmate interaction and appropriate monitoring facilities.

27.1 Inmates who are distressed and at risk of self-harm or suicide should not be placed in a punishment-type cell or specialised maximum security unit that deprives the inmate of reasonable amenities and interaction with others. Should this occur as a result of no other alternative being available it must be only for the shortest possible time.

27.2 Such placements must be in accordance with approved procedures and each instance thoroughly documented.

Supporting Documentation
NSW Coroner S.A. Simpson 2006

28 Correctional centre infrastructure should be built and maintained to recognised building standards.

28.1 All correctional centre infrastructure should conform to the Building Code of Australia requirements. An adequately funded Planned Maintenance System, that includes building inspections, should be in place and updated regularly.

Supporting Documentation
BCA

Dynamic security

Physical and procedural security measures should always be complemented by sound dynamic security. Dynamic security is arguably the most important element of an effective, humane and safe custodial environment. It is derived from regular positive interaction between inmates and professional, well-trained staff. Sound dynamic security better enables incident prevention through the early detection of possible security or safety threats and by ensuring inmates are actively engaged in the correctional centre regime. Dynamic security acknowledges the primacy of staff awareness, rather than just inmate visibility.

29 Correctional centres regimes should be designed to facilitate extensive opportunities for communication between staff and inmates.

29.1 Staff should be visible and approachable. Inmates should not have to constantly negotiate physical barriers to speak to staff.

29.2 The impact of electronic doors on cells, unit and buildings on staff-inmate interaction should be considered in correctional centre design.

29.3 It should be a responsibility for correctional centre staff who interact directly with inmates to develop their knowledge of inmate activities and behaviours and to apply this knowledge professionally for the safety and security of the correctional centre.

29.4 However, all correctional centre staff must ensure that information of a personal or confidential nature that has no bearing upon security or safety is treated with absolute regard for the right of inmates to privacy and confidentiality.

29.5 Staffing issues should not be permitted to cause lockdowns or restrict daily activities, reducing hours out of cell and undermining dynamic security. Where this temporarily cannot be avoided, rolling lockdowns should be instituted.

Supporting Documentation
R-SGCA 1.49
SMR 48
EPR 51.2

30 Correctional centres should implement clearly defined correctional centre rules and codes of conduct for staff, inmates and all visitors.

30.1 The behaviour required of all staff, volunteers, inmates, personal visitors and others who enter the correctional centre should be made clear in written codes of conduct. For staff these should be acknowledged in writing and recorded. Codes of conduct for inmates should be explained and made clear during orientation and induction.

30.2 All rules should be prominently displayed in appropriate areas of the correctional centre.

Supporting Documentation
R-SGCA 1.50
EPR 30.1

31 Good behaviour and conduct should be rewarded through a fair and equitable privilege incentive scheme.

31.1 Inmates should be informed of all available privileges and how to access them. They should also be informed of behaviour that may result in a loss of privilege.

31.2 All inmates should have equal and sufficient opportunity to participate in the incentive scheme and achieve the highest level of privileges.

31.3 The incentive scheme must be consistent with legislative provisions dealing with offences and punishment.

Supporting Documentation
R-SGCA 1.51
SMR 70

32 Each correctional centre must implement an effective anti-bullying strategy

32.1 Every correctional centre must actively implement and promote a policy of intolerance of bullying, harassing or intimidating behaviour.

32.2 Correctional centre management should implement measures to prevent and effectively respond to any reports of bullying. Correctional centre staff must be trained to detect, prevent and effectively respond to bullying behaviour.

32.3 Perpetrators of bullying should be targeted and appropriately managed or disciplinary action taken.

Supporting Documentation
R-SGCA 1.28
ICERD 7

Procedural security

Correctional centres must have clearly defined procedures for preventing, and responding to breaches of correctional centre security. Procedural security measures must be applied with respect for the dignity of those involved. All correctional staff should be trained and supervised in these procedures.

33 Effective systems should be implemented to control access to the correctional centre, including the identification of persons entering the correctional centre.

33.1 In all correctional centres there should be processes and procedures to control entry, manage movements and exits.

33.2 Family visitors to correctional centres should never be subjected to humiliating or degrading treatment. There must be clear policy and procedures on the use of force on visitors and referrals to the police.

33.3 Processes should not interfere arbitrarily with family contact.

Supporting Documentation
R-SGCA 3.22, 3.25-28

34 There should be an effective system for counting inmates, ensuring accountability for all inmates including those working or engaged in education outside of the correctional centre.

34.1 The number and style of such counts should not be oppressive, consistent with security.

Supporting Documentation
R-SGCA 1.26

35 Security procedures and searches should be implemented systematically, and be subjected to regular review.

35.1 A security-testing program should be in place. Accurate records must be kept of security tests and the results be available to relevant staff.

Supporting Documentation
R-SGCA 1.52

36 Correctional centres should have effective mechanisms in place to prevent and detect the supply of illicit drugs and other contraband.

36.1 Where dogs or technological devices are used to detect the presence of illicit drugs on visitors and a positive indication is made, that visitor or visitors should be privately interviewed, requested to make a written statement and advised of any consequential action.

36.2 Strategies for the gathering and dissemination of intelligence regarding the presence of illicit drugs or the misuse of prescription drugs should be implemented and subject to on-going review.

36.3 Systems that are used to test inmates for the presence of drugs and other illicit substances should be used strictly in ways that comply with regulations to ensure the integrity of the testing procedure and results. Any testing should be carried out respectfully, subject to oversight and record keeping.

36.4 There should be clearly defined penalties for drug use or for refusing to undertake a test.

Supporting Documentation
R-SGCA 1.54

37 An incident prevention and response capability must be in place that is commensurate with assessed risk.

Correctional centres are at high risk of incidents outside the normal regime operations. This means that incident contingency plans should be developed and staff allocated and trained for foreseeable incident responses.

37.1 Correctional centres must have an effective incident response plan and capabilities that address immediate safety and longer-term assistance and support for staff and inmates.

37.2 All staff should be trained in incident response procedures and on the use of related equipment.

37.3 Each correctional centre should have an emergency plan that includes evacuation plans.

37.4 Each correctional centre should have an approved fire prevention systems and alarms.

37.5 Emergency equipment and systems should be easily accessible, tested regularly and replaced where necessary.

37.6 All necessary measures should be taken (including the removal of ligature points) to reduce and prevent accidents, self-harm or unnatural deaths.

Supporting Documentation
R-SGCA 1.25, 1.29, 1.31
ACA 1C 02, 1C 07, 1C 15

38 Where a death occurs, the immediate vicinity should be secured as a crime scene, and a competent authority should be notified.

38.1 All actions must comply with the requirements of the *Crimes (Administration of Sentences) Act 1999* and Regulations and the *Coroners Act 2009*.

Supporting Documentation
R-SGCA 2.48-51

39 Search practices should be developed that include both targeted and random searches.

39.1 Searching, screening and testing of staff entering a correctional centre should be based upon clear guidelines, in line with the *Crimes (Administration of Sentences) Regulation 2008*, and are made known to staff in advance.

39.2 The searching of children must be undertaken with particular sensitivity and should only occur where there is reasonable suspicion that contraband may be present.

39.3 Correctional centre management must actively monitor the application of these search procedures.

39.4 A systematic approach should be implemented to the searching of cells or inmates. These should be conducted by staff members of the same gender, wherever practicable. Strip searches should only ever be carried by staff members of the same gender.

39.5 Health staff must never be used for security/custodial body searches as this compromises the therapeutic relationship between inmates and health staff.

39.6 Searches should be conducted with due respect for the individuals rights, dignity and comfort.

39.7 Individuals must be clearly informed about search procedures.

39.8 Effective signs and notices should be prominently displayed to advise people entering the correctional centre of the various prohibitions and punishments.

39.9 Effective search procedures must be in place to check the entry and exit of vehicles and materials.

39.10 Justice Health should advise on an appropriate management regime of those inmates suspected of internally secreting contraband.

39.11 Body cavity searches should never be undertaken by CSNSW or JH staff, nor for evidentiary purposes.

Supporting Documentation
R-SGCA 1.55,AMA 2013
EPR 54.1, 54.3, 54.4, 54.5, 54.9
BR 19-21

40 Effective, ethical systems should be established to ensure the appropriate gathering, recording, management and dissemination of intelligence information.

40.1 Correctional centre management has an obligation to identify, minimise and manage all forms of risk. At a minimum this should be achieved through:

- the vigilance of staff coordinated through a security manager;
- the operation of an workplace health and safety (WHS) committee that includes adequate rostered time for assessments and other WHS activities; and
- periodic reviews of security and safety.

40.2 Staff should be required to pass onto an identified intelligence coordinator, reports regarding telephone monitoring, any information that has been provided in-confidence and analysis gained from dynamic interactions.

40.3 All closed security correctional centres should have in place professional intelligence staff to collect and collate relevant intelligence in a timely manner.

40.4 General Managers and the senior officer in charge of CSNSW's intelligence organisation should regularly review the volume and quality of staff intelligence reports and ensure appropriate quality and ethical controls are in place, especially in relation to the use of information from inmates.

40.5 Correctional centre General Managers and the senior officer in charge of the Agency's intelligence must implement adequate procedures to protect the community from unwanted communication or harassment from inmates.

Supporting Documentation
R-SGCA 1.59

The treatment of inmates in segregation, protective custody and separation

Inmates are placed in segregated custody for the safety of others or for the security and good order of a correctional centre. Inmates are also placed in protective custody either as an agency initiative or on request from the inmate. In addition, some inmates may be separated for reasons related to classification, programs or monitoring.

There is a risk that segregated or protective custody inmates may be treated significantly less well than inmates on a standard correctional centre regime. They may have reduced access to programs and services

Protective custody regimes are a reality in most prisons. A strategy of keeping the number of such inmates in balance with other inmates, along with vigilant staff employing effective dynamic security can be effective in reducing the demand for protective custody.

All correctional centres that manage some of the most difficult inmates must develop a range of measures to change the predatory nature of the correctional centre yard. In addition, the conditions and treatment of inmates placed in segregated and protective custody must not be capable of being construed as punishment.

41 The management of segregated and protected custody inmates must ensure their immediate safety and should be directed in the longer-term to returning them safely back into a normal correctional centre regime.

41.1 The management of inmates in segregated and protective custody must conform to the letter of Div 2, *Crimes (Administration of Sentences) Act 1999* (the Act).

41.2 Inmates must not be subjected to intimidation, abuse, or acts of malice by other inmates.

41.1 Segregated and protective custody inmates should have equitable access to the range of activities, education, employment, incentive schemes, and visiting entitlements that are available to other inmates. Segregated and protective custody inmates must have daily access to the open air and be able to exercise.

41.1 Segregated and protective custody inmates should be reviewed daily to ensure health care needs are met in a timely manner.

41.1 Correctional centre management must be vigilant to ensure that the visitors of protective custody inmates are not subjected to abuse during visits or while waiting for a visit.

41.1 Segregated and protective custody inmates must be made aware of the review process and should have their status regularly reviewed.

Supporting Documentation
R-SGCA 1.28, 1.82-85
AMA 2013 7.2
RCIADIC 181

Special high-security management regimes

Difficult to manage maximum or medium-security inmates should generally be managed within the mainstream correctional centre population. This 'dispersal' of difficult inmates prevents the concentration of such inmates in one correctional centre and thereby reduces risk. Where such inmates become too entrenched or develop in-correctional centre inappropriate support networks, it may be necessary to move them on to another specialised correctional centre for a period, thereby disrupting such inmates' sense of stability or power.

However, there are some inmates who may require more security and closer management than can be provided within normal maximum-security correctional centre regimes. In NSW these inmates are classified as "AA" or "A1" for men and Cat 5 for women, under Div 2 *Crimes (Administration of Sentences) Regulations 2008*. For such inmates there are special high-security management regimes available. Importantly, these high-security regimes should not be unnecessarily afflictive nor should they assault basic human dignity. To the maximum extent practicable, inmates in these regimes should be managed safely, be provided with constructive activities, and be prepared for their release via a return to normal management regimes.

42 Special high-security regimes are to be reserved for those inmates who are unable to be safely managed in mainstream maximum-security regimes.

42.1 Strict placement criteria must be developed and applied to special high-security units that restrict placements to those inmates assessed as presenting a clearly defined extreme danger as per legalisation

42.2 The placement criteria, complaint and appeal mechanism for placement in a special high security regime should be transparent to ensure procedural fairness and community confidence.

42.3 There should be policies and procedures, known to staff and inmates, on the pathway out of a high security regime.

42.4 Accommodation in a special high security management facility must not be used as a management solution for the placement of inmates with mental health problems.

42.5 The architecture of facilities for high-security regimes should not be capable of being construed as cruel or unusual punishment.

Supporting Documentation
EPR 53.1
R-SGCA 6.1, 6.3

43 Special high-security regimes must also provide a constructive, dynamic and non-alienating environment that actively engages with inmates.

43.1 Isolation, restrictive movement controls and sensory deprivation must not be used for extended periods beyond specific punishments.

43.2 Care must be taken with inmates in special high-security management regimes to ensure their mental health and well-being through the provision of a suitable range of constructive activities, work, education and visits.

Supporting Documentation
HRC 2006 32
R-SGCA 6.2

44 Special high-security regimes must ensure that inmates are treated with decency and dignity within as comprehensive a range of activities as practicable.

44.1 Special high security regimes must have strict policies and procedures to ensure that inmates are still treated with decency and respect.

44.2 Inmates should be provided with opportunities for work and other constructive activities such education and recreation.

44.3 Where appropriate, special programs, linked the nature of the offences, should be delivered. Such special programs must be evidence based and externally evaluated.

Supporting Documentation
R-SGCA 2.28

45 Special high-security regimes must address inmates' individual needs, including mental health and sentence management needs.

45.1 Each inmate must have an individual case plan that is reviewed annually. The case plan must be provided to inmate, detailing the conditions and behavioural requirements for inmates to exit the facility and regime.

46.2 Special high-security regimes must prioritise safety and the prevention of suicide and self-harm

46 Special high-security regimes must provide multi-disciplinary case management through regular reviews by fully trained professional staff.

46.1 Special high-security regimes must have effective monitoring with enhanced levels of internal and external scrutiny.

46.2 Special high-security regimes must minimise the period of time that inmates spend in segregation.

46.3 The staff of special high security regimes must have specific training. Staff should be rotated at appropriate intervals to manage stress and security issues.

Supporting Documentation
EPR 53.3
R-SGCA 6.2

Complaints and grievances

The ability to express one's self and dissent is fundamental to a sense of individuality, which in turn is fundamental to building the sense of individual responsibility necessary for civil society. Consequently, correctional centre regimes must be open and accountable and provide genuine opportunities for inmates to voice concerns and make complaint.

47 Inmates must have an opportunity to make requests, lodge complaints and where these are not satisfactorily resolved, in a timely manner, be able to take matters to an independent competent authority, without being victimised.

47.1 An objective of good correctional centre management should be, as far as possible, to prevent serious complaints arising in the first place. This is best achieved through adhering to a set of fair and clear procedures that govern all aspects of correctional centre life and which are consistently applied.

47.2 These procedures should include a description of how inmates are able make requests and complaints, and how to take a complaint that is not (in their view) satisfactorily resolved by the correctional centre to an independent competent authority. The correctional centre should ensure accurate records are kept of complaints or grievances and response times for remedy.

47.3 Each correctional centre should establish a staff-inmate forum at which inmates can draw attention to issues of concern before they become the source of complaints.

47.4 As many complaints will concern staff, it is essential that inmates be assured that they will not be victimised or disadvantaged in making complaints locally or by seeking remedy through an independent competent authority.

47.5 There should also be a simple but confidential process (such as by free mail or free telephone) whereby inmates may make a complaint or representation to an external competent authority that has a mandate to respond to such complaints or representations. These authorities should include ICAC, the Ombudsman and the Healthcare Complaints Commission.

Supporting Documentation
R-SGCA 1.22 - 24
SMR 36
EPR 70.1, 70.3, 70.4

48 Many non-literate inmates avoid situations and processes where there is a chance that their illiteracy might be exposed. Consequently, complaints processes must not be solely dependent upon written forms.

48.1 Correctional centres must have grievance processes that are user-friendly to inmates with low-levels of literacy, or for inmates with disability that impact on their ability to make a complaint.

48.2 Correctional centres must also recognise that some Aboriginal inmates may be more accustomed to using group discussion to resolve disputes and issues of concern.

Supporting Documentation
RCIADIC 176, 183

49 There should be regular visits by independent Official Visitors who should be accessible to all inmates.

49.1 Independent Official Visitors should be selected on the basis that they are representatives of the wider community, rather than because of any correctional expertise.

49.2 Official Visitors should regularly visit correctional centres (at least monthly) and notice of their attendance at the correctional centre should be posted in advance,

49.3 Official Visitors should have access to inmates and staff to listen in confidence to issues and complaints that are raised.

49.3 Official Visitors should report their findings back to General Managers or appropriate higher authorities (subject to observing any confidences) including the Inspector, for action where necessary.

Supporting Documentation
R-SGCA 1.22-24, 5.24

Legal resources

50 All inmates who are involved in civil or criminal legal proceedings should be afforded access to legal resources to assist them prepare their cases.

50.1 Inmates who have legal matters pending should be able to have confidential meetings and telephone conversations with their lawyers, consistent with security requirements.

50.2 Inmates should have access to a library of law resources at all times during the normal correctional centre day. Such resources should be regularly updated.

Supporting Documentation
R-SGCA 1.17

Disciplinary offences

Disciplinary Offences are those that constitute breaches of correctional centre discipline. They are primarily administrative in nature (rather than criminal) and therefore do not require intervention by external investigatory or judicial agencies. Internal disciplinary procedures must be transparent, consistent, fair and have respect for natural justice.

51 Correctional centres should deal with the discipline of inmates openly, consistently, expeditiously and fairly within a disciplinary code established under legislation. Any correctional centre offences created under legislation should be made available to all inmates and all punishments should be made known to inmates.

51.1 Reports or charges relating to an alleged breach of any correctional centre offence should be presented promptly in writing to the designated authority and the inmate.

51.2 No inmate shall be tried unless informed of the alleged offence and given a proper opportunity of presenting a defence.

51.3 Where necessary an inmate should be allowed to use an interpreter when making a defence. Indigenous inmates should be allowed to obtain advice and assistance to present a defence which will have a cultural dimension. Inmates with intellectual disability must have a support person available for all disciplinary procedures in custody.

51.4 Adjudication processes should be fair and should incorporate the elements of 'natural justice'.

51.5 Punishment must be commensurate with the serious of the offence.

51.6 The seriousness of an offence must be determined by taking into account:

- the statutory penalty for the offence;
- the circumstances of the commission of the offence, including the vulnerability of any victim of the offence; and
- all aggravating and mitigating factors.

51.7 A detained or imprisoned person must have the right to be heard before disciplinary action is taken and must have the right to bring such action to a higher authority for review.

Supporting Documentation

R-SGCA 1.70 - 75
SMR 29, 30(2, 3); EPR 57.2, 58, 59, 61

Punishment

An inmate may only be punished for a disciplinary offence following a properly constituted adjudication process.

52 Secondary punishment (additional to the sentence of imprisonment) should be commensurate with the offence or rule breach. The use of solitary confinement or segregation must be strictly regulated.

52.1 Any punishment imposed must be prescribed in law, and be just and proportionate to the offence. The *Crimes (Administration of Sentences) Regulations 2008* Reg. 154 defines "Prohibited Punishments."

52.2 No inmate may be employed in any disciplinary capacity.

52.3 An inmate should not be punished except in accordance with laws, regulations or rules relating to inmates' behaviour.

52.4 An inmate who is under punishment should be provided with information concerning the duration and nature of the punishment.

52.5 Prolonged solitary confinement, corporal punishment, punishment by placement in a dark cell, reduction of diet, sensory deprivation and all cruel, inhumane or degrading punishments must not be used.

52.6 Every inmate who is placed in segregated custody as a punishment should be visited daily by a medical officer or nurse. The medical officer should advise the correctional centre officers in charge if they consider the termination or alteration of the segregation is necessary on grounds of physical or mental health or disability.

52.7 Every inmate who is placed in segregated custody must be able to exercise in the open air for at least one hour every day. In this regard, the space made available should be large enough to enable the inmate to have meaningful exercise.

Supporting Documentation

R-SGCA 1.76- 81
SMR 28, 30(1), 31, 32
EPR 43.2, 60.1, 60.2, 60.3, 62
BR 22-23

Use of force, weapons and restraints

A correctional centre officer may, where necessary, use reasonable force to compel an inmate to obey a lawful order given by the correctional centre officer. The use of force, weapons and restraints are options of last resort for the control of imminent threats to safety. Such action must only be taken where genuine efforts to control a situation through non-physical interventions have failed.

53 Force should only be used as a last resort for the minimum period where other means have proved unsuccessful and where not to act would threaten safety, security or the good order of the correctional centre.

53.1 Comprehensive policy and procedures must be in place to define when force may be used and also to ensure that the use of force is monitored, reported, investigated and evaluated in a timely manner. These documents must assign clear responsibilities for all aspects of the use of force and subsequent action. Staff must be held accountable for the use of force.

53.2 Before force is used, steps should be taken, where practicable in the circumstances to do so, to issue the orders necessary to restore or ensure good order and security within the correctional centre and to give warning of the consequences of failure to comply with these orders.

53.3 Where such force is used, the correctional centre officer should report the fact to the manager of the correctional centre and provide the inmate with the option of a physical examination.

53.4 Staff must receive regular training and close supervision to ensure use of force practice is consistent with legislation, policy and procedures. This includes training on the maintenance and use of recording equipment.

53.5 Correctional centre staff must be trained to take constructive action to defuse aggressive and abusive behaviour, and to only use physical force as a last resort to prevent physical harm.

53.6 Where force is used it should be the least amount of force necessary to restrain an inmate or make the situation safe.

53.7 Any premeditated use of force should be digitally recorded by trained staff to ensure an evidentiary record. Centre audio-visual equipment must be capable of providing high quality continuous footage to meet the standard of evidence in criminal proceedings.

53.8 All staff involved in use of force incidents should be debriefed by a senior officer and by counselling professionals, if required.

53.9 Use of force reporting, reviewing and evaluation should be linked to centre risk management and WHS systems. This will require data collection and analysis.

53.10 A central record of all use force incident should be maintained.

53.11 Except in special circumstances, firearms should never be carried by staff coming into direct contact with inmates.

Supporting Documentation
R-SGCA 1.60-62
SMR 54
EPR 64.1, 64.2, 65, 66

54 The issue of weapons or restraints to general duty correctional centre officers should only occur in exceptional circumstances

54.1 All weapons and instruments of restraint are to be used in a timely, appropriate and legal manner for the minimum time necessary and in strict accordance with legislation, policy and procedures.

Supporting Documentation
R-SGCA 1.63, 1-66, 1.68
SMR 33, 34
EPR 60.6, 68.2, 68.3
BR 24

55 Special emergency-type units that are supplied with weapons for use in high-risk situations shall be governed by strict guidelines regarding the use firearms.

55.1 Any weapons or instruments of restraint are to be used in a timely, appropriate and legal manner for the minimum time necessary. Instruments of restraint should be:

- used only where the restraint of an inmate is strictly necessary to maintain the security of the inmate or prevent injury to any person;
- of the least restrictive type appropriate;
- applied for the minimum time necessary to control the inmate; and
- removed during medical tests and procedures, provided this meets security and management requirements.

55.2 Whenever the lawful use of force and weapons is unavoidable, officers must:

- exercise restraint in such use and act in proportion to the seriousness of the offence and the legitimate objective to be achieved;
- minimise damage and injury, and respect and preserve human life;
- ensure that assistance and medical aid are rendered to any injured or affected persons at the earliest possible moment; and
- ensure registered next of kin are notified where an injury has been sustained and health attention provided. In all matters relating to weapons, including chemical agents, and firearms, there must be full compliance with relevant legislation, policy and procedures.

55.3 Wherever practicable, before using chemical agents or electric shock devices, checks should be made of the medical record of the intended subject and where a prior indication of medical susceptibility exists, such weapons should not be used.

55.4 Where chemical agents or electric shock devices are used, a medical examination should immediately occur and consideration should be given to ensuring access to resuscitation and defibrillation equipment.

55.5 Policy and procedures should be in place to ensure that the currency of qualifications of staff in positions in emergency-type units is maintained and recorded.

Supporting Documentation
R-SGCA 1.69

56 Firearms must never be used against persons except in self-defence or defence of others; or against the imminent threat of death or serious injury, or to prevent the perpetration of a particularly serious crime involving grave threat to life, or to apprehend a person presenting such a danger and resisting their authority, or to prevent his or her escape, and only when less extreme means are insufficient to achieve these objectives. In any event, intentional lethal use of firearms may only be made when strictly unavoidable in order to protect life.

56.1 There must be a comprehensive policy and procedures governing the use of firearms, in accordance with legislation.

56.2 Staff responsible for the carriage and discharge of firearms must have undergone approved training in the use of that firearms. Training records should be documented.

56.3 All weapons and instruments of restraint should be approved by CSNSW. Correctional centre officers should only be issued with weapons that they have been trained to use.

56.4 Systems must be in place to ensure the security, storage, maintenance, and serviceability of weapons, ammunition, chemical agents and instruments of restraint and clearly documented accountabilities for this.

56.5 All weapons, including firearms and instruments of restraint should be carried, handled and used in a safe and lawful manner with clearly documented accountabilities.

56.6 Once an inmate has been restrained, weapons such as chemical agents or firearms, should not be used.

56.7 Instruments of restraint such as handcuffs, chains and irons, strait jackets and chemicals should never be used as punishment.

56.8 Chemical agents should only be used where it is strictly necessary to maintain the security of the correctional centre or to prevent injury to any person.

Supporting Documentation

R-SGCA 1.63-69
EPR 69.3

Emergency management

Emergency management aims to reduce the level of risk of particular events occurring, reduce the adverse effects of such events, and improve the level and perception of safety.

There are a wide range of events that may require a small scale or large scale emergency management response.

57 All correctional centres should continuously monitor operational performance for recognised predictors of disturbance to ensure secure and safe management.

57.1 The design of correctional centres should mitigate the risks of potential emergencies and facilitate their management.

57.2 All correctional centres must prepare for emergency management incidents by implementing prevention and mitigation measures aimed at decreasing or eliminating the impact on people, facilities and the environment of all foreseeable emergencies.

57.3 The extent to which correctional centres have contributed to emergency management prevention, mitigation and preparedness can be assessed by examining and evaluating activities that contribute to these outputs, including:

- the preparation of risk assessments and emergency management plans;
- education and training programs to promote safe practice in the correctional centres;
- emergency detection and response planning;
- hazard/impediment identification;
- audit and compliance for storage and handling of controlled equipment;
- exercises and rehearsals; and
- standby and resource deployment and maintenance.

57.4 There should be no obvious weaknesses or anomalies in the physical, procedural or dynamic security arrangements.

57.5 The actual deployment of all grades of staff should reflect the approved levels.

57.6 There should be sufficient purposeful activity for inmates to minimise boredom.

57.7 The frequency and type of incidents should be continuously analysed and identified risks mitigated.

57.8 Particular attention should be paid to preventing, preparing, responding and recovery from the potential for in-cell fires.

57.9 Staff should be trained and certified in relevant emergency procedures and details of this documented.

57.10 Systems must be in place to ensure accountability for the regular auditing and certification of the security and serviceability of all emergency prevention and response management equipment.

58 Each correctional centre should ensure that emergency management plans address the potential for natural disasters such as cyclones, flooding and bush fires, where relevant. Emergency management plans should include methods of managing inmates with sensory or physical impairment safely.

59 CSNSW must directly provide or have failsafe procured specialised services involving specialist equipment and associated professional knowledge, skills and abilities to be readily available upon an emergency incident being declared. These specialised response services must be able to control, limit or modify the emergency to reduce its consequences.

59.1 The extent to which CSNSW has provided for emergency management response can be assessed by examining and evaluating activities that contribute to these outputs, including:

- the implementation of up to date emergency plans and procedures;
- the issue of emergency warnings;
- the mobilisation of resources in response to emergency incidents;
- the suppression of hazards; and
- the provision of immediate medical assistance and relief; and search and rescue.

59.2 CSNSW must also directly provide or have failsafe procured specialised services involving recovery strategies and services to return correctional centre operations to a state of preparedness after emergency situations.

59.3 The extent to which CSNSW has provided for emergency management recovery can be assessed by examining and evaluating activities that contribute to these outputs, including:

- critical incident stress debriefing; and
- the return of the specialist services resources to a state of readiness.

59.4 Recovery could also involve support to individuals, groups and communities in the reconstruction of physical infrastructure and their restoration of emotional, social, economic and physical wellbeing. In this case activities would include restoration of essential services, counselling programs, temporary accommodation, long-term health care and public information.

Supporting Documentation
R-SGCA 1.29, 1-57-59

60 When a correctional centre identifies an emergency management incident and requests resources which are typically beyond those deployed for routine operational purposes, the deployment of additional specialist services should be rapid.

60.1 Each emergency response will need to be tailored to the particular emergency incident. The correctional centre's ability to judge when to call for specialist services, the quality of communication and the time allowed to deliver the response are critical elements.

60.2 Emergency response staff must be appropriately and professionally trained to exercise their responsibilities in accordance with legislation. Records of training must be maintained.

60.3 Independent audit, review and investigation systems should be established.

Supporting Documentation
R-SGCA 1.29

Transport of inmates

The transportation of inmates occurs for many reasons. This includes the movement of inmates from courts to correctional centres, to taking inmates back and forth to medical appointments, and inter-correctional centre transfers. While the great majority of transports occur between metropolitan courts and correctional centres, a significant number involve movements between regions. There have been instances of ill-treatment and deaths in inmate and detainee transport in Victoria in 2004, New Zealand in 2006, Western Australia in 2008 and in New South Wales in 2009. All of these incidents have been the subject of external or coronial inquiries which have been well documented. As a result, there is simply no reason why inmate transport should not be other than consistently safe, secure and humane.

61 The transportation of inmates must be carried out safely and humanely.

61.1 Inmate transport should be carried out at the expense of CSNSW, unless an approved arrangement exists between CSNSW and another agency.

61.2 All inmates should be briefed on the journey including destination and travel time.

61.3 Inmate transport should not disrupt inmate meal times. Staff at the point of departure and the point of arrival should ensure inmates are served an appropriate meal.

61.4 All inmates should have access to ablution facilities prior to travel and at any destination point.

61.5 Transport vehicles should allow sight and sound separation of categories of inmate where necessary.

61.6 Smoking by inmates and staff should not be allowed in any transport vehicle.

61.7 All correctional centre transport vehicles should be equipped with adequate communication equipment to contact the correctional centre and/or destination point or operational base in an emergency.

61.8 All correctional centre transport drivers should be trained in vehicle emergency procedures.

61.9 All correctional centre transport vehicles should meet safety standards, maintain comfortable temperatures and have adequate ventilation.

61.10 Inmate transport should not be afflictive or subject inmates to unreasonable hardship or unnecessary exposure to public view.

61.11 Inmates should be monitored at all times during transit.

61.12 Inmates should be able to communicate with staff during transit.

61.13 Private property should also accompany inmates unless it is known that these will not be required.

61.14 All transport vehicles and equipment must be checked for serviceability before the transport task commences. These checks must be recorded.

61.15 Systems must be in place to regularly audit the uniform application of legislation, policy and procedures for inmate transport.

61.16 There must be a policy and procedure for the use of force in this setting.

Supporting Documentation
R-SGCA 1.86-99
SMR 45
EPR 32.1, 32.2, 33.3

62 There must be adequate preparation for the safe and humane transport of inmates over long distances.

62.1 Transportation of inmates should only occur if absolutely necessary.

62.2 Any special needs identified must be met to minimise the impact of travel.

62.3 At each destination point, inmates should undergo a travel debrief.

62.4 Inmates should undergo a basic orientation process at any facility they stop at for any length of time.

62.5 Food and water must be available to inmates on long journeys.

Supporting Documentation
WA Coroner 9/09, NSW Coroner 2490/2009
R-SGCA 1.97

63 Minimum standards should be incorporated in vehicle design for all inmate transport vehicles.

63.1 Seat belts to be fitted for all passengers.

63.2 Passenger seats should be preferably forward, or rear facing, never sideways.

63.3 All seats to be moulded, and/or cushioned.

63.4 Cells to have one way windows fitted to afford natural light and external views with privacy from outside.

63.5 Seats and cells to have sufficient width and leg room to accommodate larger inmates.

63.6 All cells to be safe-cell compliant.

63.7 All cells to have hatches to enable food or other materials to be passed between staff and inmates in the cell and to enable handcuffs to be securely applied.

63.8 All cells to have a rescue exit in case of emergency.

63.9 Effective optical and audio monitoring and communication systems between the driving cabin and cells must be installed and fully functional.

63.10 Robust climate control for staff and inmates, adjustable in each zone of the vehicle must be provided.

63.11 Good natural ventilation readily available when climate control system not functioning.

63.12 There should be a capacity to broadcast music, radio or essential information to passengers.

63.13 A cool store for staff and inmate meals and drinks must be provided.

63.14 Adequate storage for staff and passenger valuables, paperwork and other property must be provided.

63.15 Vehicle must be able to be tracked via satellite in real time and an activity trace securely recorded.

63.16 Inmate transport journeys in ‘short-haul’ transport vehicles must provide a comfort break for inmates at least every 2-2.5 hours. Journeys likely to take longer must be undertaken in ‘long-haul’ vehicles.

63.17 Inmates on long trips should have access to clean ablutions, including hand-washing facilities. Where there are no ablutions on the vehicle, a toilet break must be factored into the journey plan.

63.18 Without compromising security, inmates and in particular women inmates, should be afforded a reasonable amount of privacy to perform ablutions.

63.19 Women inmates should have ready access to sanitary products in the transport vehicle, and at any facility they are held at in transit for any length of time.

63.20 Inmates should have adequate access to a hygienic source of drinking water during travel.

63.21 When necessary, food and water should be provided on the journey. Food should be stored in a hygienic temperature controlled area.

63.22 Inmates should be confined to a transport vehicle for the minimum amount of time possible.

63.23 A variety of vehicles should be available for different purposes and different passengers, including inmates with physical or sensory impairment that may require special transport arrangements.

Supporting Documentation

SMR 45(2);EPR 32.2
WA Coroner 9/09, NSW Coroner 2490/2009
R-SGCA 1.100-101

64 The transport of inmates over long distances must be undertaken in appropriate long-haul vehicles with increased levels of amenity.

Regional inmate transport in NSW may involve journeys of a longer duration with attendant heightened risks.

64.1 Long haul vehicles (for journeys over three hours) should have forward (or rear) facing seats, sufficient leg room to enable stretching or basic leg exercises, and allow sufficient outlook (i.e. windows at head height).

64.2 Vehicles should have sufficient height to allow passengers to stand when the vehicle is stopped or to access the toilet

64.3 There must be toilets accessible to all inmates that provide decency and privacy, and there must be a power system for air-conditioning when vehicle is stationary.

64.4 Adequate supplies of water and food must be carried for staff and inmates.

64.5 There must be robust contingency plans for when vehicles in which inmates are being transported break down. Such plans must provide for the welfare and safety of inmates, staff and the public, and must include reserve supplies of water and food.

64.6 Hand washing facilities or refresher wipes must be made available to all inmates using on-board toilets and hygiene packs must be made discreetly available to women inmates.

Supporting Documentation

WA OICS. (2007). Thematic Review of Custodial Transport
R-SGCA 1.97
BR 5

65 Facilities that may be used for overnight stays for inmates on long journeys must provide an adequate level of accommodation and services.

65.1 All overnight facilities must be clean and hygienic.

65.2 Such facilities must be able to provide for the necessary separation of male and female inmates as well as any other separations necessary for the safety of inmates.

65.3 At overnight facilities, inmates must be provided with fresh nutritious food, clean water, bedding adequate to the climate, and clean linen and towels.

65.4 At overnight facilities, inmates must be provided with the opportunity for at least 1 hour's exercise in the fresh air.

66 High Security Escorts, while ensuring security and safety must also have regard to the welfare and dignity of inmates.

66.1 If inmates under high-security escort are handcuffed and/or ankle-cuffed, proper seat restraints such as seat belts should be used to reduce injury in the event of an accident.

66.2 Particular care should be taken not to expose them to the general view. All such journeys should digitally recorded to provide evidence for compliance with proper procedures.

Supporting Documentation
SMR 45(1)
R-SGCA 1.87

The treatment of inmates

The first priority for managing inmates must be the embracing of a culture of human rights. A human rights culture must be as concerned with the rights of the individual as with the majority, with the rights of both inmates and staff, with the rights of the minority groups within correctional centres and the community. A human rights focus means that the management of inmates must be founded upon evidence-based assessments of individual risk and need. Inmates do not cease to be human beings simply because they are inmates, regardless of the crime they may have committed. As human beings, inmates are entitled to the same rights as every other person in Australia, except for those rights that may be expressly restricted by the fact of imprisonment.

These rights are derived from a range of human rights treaties, covenants and other instruments that apply to all persons along with a number that are specific to inmates. Australia is a party to seven of the core human rights treaties. The starting point for these rights is the International Covenant for Civil and Political Rights. The main principle guiding the rights of inmates is provided under article 10(3), which states: "All persons deprived of their liberty shall be treated with humanity and with respect for the inherent dignity of the human person."

The right to liberty is clearly severely limited by imprisonment; other rights such as the right to privacy, freedom of expression, freedom of movement and freedom of assembly are also limited as a consequence of imprisonment. However, these rights are restricted and curtailed, rather than completely withdrawn. It is important for the correctional centre to actively safeguard the human rights of inmates.

67 Inmates must be treated with respect for their inherent dignity as individual human beings.

67.1 Staff should be consistently fair and firm in their dealings with inmates and model respectful relations at all times.

67.2 Inmates should receive prompt attention to legitimate concerns.

Supporting Documentation
R-SGCA 1.30, 1.49-50
SMR 57
EPR 1, 72.1
RCIADIC 179

68 Correctional centres must ensure that there is no discrimination in the treatment of inmates, regardless of race, culture, gender, disability, nationality, sexual preference or other distinguishing characteristic.

68.1 Each correctional centre should establish a means to regularly review the equality of opportunities and outcomes for different inmate groups. Consideration should be given for example, to ensuring that all inmate groups are equitably represented in correctional centre jobs that attract the higher levels of gratuity payments and in incentive accommodation.

68.2 Staff should act in ways consistent with a respect for diversity.

68.3 Anti-discriminatory practices should be promoted through agency-wide strategies.

Supporting Documentation
CEDAW
SMR 6(1)
EPR 1
R-SGCA 1.42

69 Foreign national inmates should be given special consideration in order to facilitate regular family contact

69.1 Inmates who are foreign nationals should be allowed reasonable facilities to communicate with the diplomatic and consular representatives, or the national or international authority whose task it is to represent their interests.

69.2 Correctional centres with foreign national inmates should give special consideration to the difficulties faced by many foreign national inmates in making family contact, ensuring immigration issues are clarified, and ensuring that strategies are in place to overcome any language barriers.

69.3 Foreign national inmates who are to be repatriated at the end of a correctional centre sentence should be prepared for repatriation during release planning.

Supporting Documentation
EPR 37.
R-SGCA 3.35

Women inmates with infants and children

When women are sent to a correctional centre they often leave behind young children. Some of these children are able to be cared for by their fathers or other family members while others go into the foster care system. It is vital for babies in the first year of life to form a strong attachment to one person. From this grows a sense of security and trust, self-esteem and the capacity to love. The enforced separation of mothers and babies is often detrimental to the child and the mother, and consequently all correctional centres that hold women should have adequate facilities for babies and infants.

70 Children and infants should be allowed to reside with their mother and primary care giver in a correctional centre if it is in the best interest of the child to do so.

70.1 If a correctional centre provides for children and infants to reside with their primary care giver in a correctional centre, comprehensive and well-structured policies and programs should be developed where the interests of the children are paramount.

70.2 All such correctional centres must conform to the standards established by competent authorities particularly in the areas of safety, health, and with regard to the number and suitability of staff, as well as competent supervision.

70.3 It is the correctional centre's responsibility to ensure that all staff and volunteers that come into regular contact with children must possess a current Working With Children Check.

70.4 The accommodation for primary care givers and their children should, wherever possible be domestic, rather than custodial.

70.5 While inmates are responsible for the care of their children living in the correctional centre, the correctional centre must take reasonable steps to ensure a safe environment for children.

70.6 If it becomes necessary for the child to leave the care of the primary care giver, a separation management plan should be developed in consultation with the mother and the alternative caregiver.

70.7 During and following any separation process, the mother should be offered appropriate counselling.

Supporting Documentation
R-SGCA 2.45, 2.58-62
SMR 23
EPR 36.1, 36.2, 36.3,
CEDAW, CRC,
BR 2,5,22,23, 33,48,49,50-52

Clothing and bedding

Each inmate must be issued with a set of clothing that matches climate and use. Each inmate should also have their own bed with pillows, blankets and sheets appropriate for the climate.

71 Inmates should be provided with presentable clothing suitable for the climate and adequate to keep them in good health.

71.1 Inmates should be provided with various sets of clothing suitable for general use, work and recreation.

71.2 All issued clothing (including footwear) should be clean, well maintained and durable.

71.3 Correctional centre issue clothing should never be degrading or humiliating.

71.4 At reception all inmates should be issued with sufficient supply of new underwear so that clean underwear can be worn every day.

71.5 Laundry arrangements should be sufficient to ensure inmates have access to a daily change of clean clothes.

71.6 Protected custody inmates should preferably have access to laundry facilities to enable them wash and iron their own personal clothing. Where such facilities are not practicable, the correctional centre is to ensure that such laundry is not susceptible to malicious tampering.

Supporting Documentation
R-SGCA 2.7-11
SMR 17(1, 2)
EPR 20.1, 20.2, 20.3

72 When attending court and upon release, inmates should be permitted to wear non-correctional centre clothing

72.1 Where an inmate has appropriate clothes stored at the correctional centre, arrangements should be made in sufficient time so that these clothes may laundered as necessary, prior to their being worn.

72.2 Where an inmate does not have suitable clothes stored at the correctional centre, allowance should be made for such clothes to be brought to the correctional centre on the inmate's behalf.

72.3 If an inmate has no suitable clothes and is without means to obtain such clothes, the correctional centre should make arrangements, for appropriate clothes to be obtained on the inmate's behalf.

Supporting Documentation
R-SGCA 2.8
SMR 17(3), 18
EPR 20.4

73 Inmates should be provided with a bed and bedding suitable for the climate and adequate to keep them in good health.

73.1 All inmates should be provided with a single mattress and bed.

73.2 Mattresses and bedding should be clean, in good order and washed regularly.

73.3 Mattresses and bedding should be durable and meet health and safety requirements.

73.4 Mattresses and bedding should be fire retardant.

Supporting Documentation
R-SGCA 2.12
SMRTP 19
EPR 21

Hygiene and environmental health

74 Correctional centre environments must comply with good public health practices.

74.1 Correctional centres should be clean and free of rubbish and debris.

74.2 Correctional centre infrastructure must be compliant with all relevant environmental health regulations.

74.3 Service equipment for refrigeration, cooking and laundry must be properly maintained and regularly cleaned.

74.4 Correctional centres must ensure good drinking water quality and food safety, and protect inmates and staff from any environmental hazards which may pose a risk to health.

74.5 Appropriate precautions should be in place to minimise hazards to health such as mosquitoes, bed bugs, flies, head lice and bacteria. Vermin and pests should be controlled.

74.6 Correctional centre buildings should be considered to be "enclosed public spaces" and smoking should be prohibited in those buildings.

Supporting Documentation
R-SGCA 2.1, 2.13-14
SMR 12

75 Correctional centres must provide the facilities, services and items necessary to the maintenance of environmental health and general hygiene.

75.1 Inmates should be provided with suitable facilities and opportunities to maintain their own hygiene. Staff should understand the sensitivity of this issue and the dignity of inmates is respected in accessing such products.

75.2 Health information and education materials promoting good hygiene practices should be made available to inmates.

75.3 Correctional centres must implement practices to ensure that sufficient day to day cleaning is conducted to maintain proper standards of hygiene.

Supporting Documentation
R-SGCA 2.1, 2.56-57
SMR 13, 15, 16
EPR 19.3, 19.4
BR 5

Physical health care

The 2009 NSW Justice Health Inmate Health Survey Key Findings Report notes that "Meeting the health needs of the inmate population in NSW constitutes a significant challenge. Prison health care is not only provided in a complex environment but prison inmates are a complex, high-needs population. However, the correctional environment also provides a unique opportunity to improve the health status of a group who suffer poor health and may have minimal contact with health services in the community.

The 2012 Standard Guidelines for Corrections in Australia Guideline 2.31 states "Every prisoner is to have access to evidence-based health services provided by a competent, registered health professional who will provide a standard of health services comparable to that of the general community."

The attainment of a "community standard" for this complex, high needs population inevitably involves a far greater disposition of resources than would be the case for a random cross-section of an equal number of people in the community across NSW. Correctional centres bring together people from various communities who are individually more in need of health services than average.

The attainment of a "community standard" may only thus be realised by providing health resources allocated on the basis of need. This may be a greater need than that which is available to a similar sized community sample because a high needs population is concentrated in one place rather than being distributed randomly across the community.

Most inmates will return to their communities so imprisonment provides an opportunity to improve both individual and public health. The Australian Medical Association (AMA) also highlights the importance of the health of prisoners for the occupational health and safety of the staff of correctional facilities.

76 The type of health care available to all inmates should reflect the health needs of the correctional centre population.

76.1 The correctional centre population, in particular its female and aged populous, has an abnormally high need for health services, therefore screening and treatment should reflect these needs. In particular inmates have been found to have a disproportionately high prevalence of:

- chronic diseases such as diabetes, cardiac, respiratory and renal;
- mental health disorders;
- blood borne diseases, such as hepatitis C;
- alcohol, illicit drug and smoking disorders'; and
- dental disorders.

Supporting Documentation
SMR 52
EPR 39
BR 6-11

77 Informed consent must be obtained from an inmate for all health care or for the sharing of routine personal information with others involved in the inmate's care.

77.1 Inmates have a right to accurate and sufficiently detailed information about their individual health in a language and terms they can understand.

77.2 Consent to medical treatment must be voluntary and may be implied, oral or written. Verbal consent should be documented in patient files.

77.3 Where there is any doubt about an inmate's ability to make a decision (for example if the inmate is under the influence of a drug) obtaining consent should wait. If an inmate has a guardian or a cognitive impairment, capacity to consent should be determined.

77.4 To enable informed decisions about their health care, inmates should be advised of all available health services, treatment options, possible side-effects in language and terms that are understandable to them.

77.5 Refusal of treatment must be documented and the implications of not receiving health must be fully explained to the inmate in a language and in terms that they understand.

77.6 Inmates have the right to change their mind and withdraw consent at any point.

Supporting Documentation
WHO 2007, AMA 2013
R-SGCA 2.47

78 All inmates should undergo a health examination by a qualified health professional within 24 hours after being received into a correctional centre.

78.1 All newly received inmates should undergo a health examination within the first 24 hours. This should be followed up with detailed clinical pathways assessment.

78.2 Following transfer from another correctional centre each inmate's treatment plan should be reviewed by a health professional.

78.3 Waitlists and appointments must be transferred to the receiving Centre.

78.4 Health files from previous custodial sentences should be obtained.

78.5 Urgent health needs identified at reception must be attended to immediately.

78.6 Individual healthcare plans should be prepared, implemented, monitored and reviewed for each inmate requiring physical or mental healthcare of a significant or on-going nature.

78.7 Relevant aspects of an inmate's health care needs, such as any need for specialist care or treatment, should be accommodated in the individual Case Plan, where appropriate and subject to proper privacy considerations. Healthcare plans should be regularly reviewed.

78.8 Where an inmate's health needs will impact on the day to day management of an inmate, appropriate information should forwarded to the relevant unit officer. Detoxification policies should available at all correctional centres.

Supporting Documentation
R-SGCA 2.29, 2.33
SMR 24
EPR 40.4, 42.1
BR 2

79 Correctional centre health services should be delivered in culturally appropriate ways

79.1 Aboriginal health workers should be available, particularly in correctional centres with high numbers of Aboriginal inmates. (In this context "Aboriginal" refers to both Aboriginal and Torres Strait Islander people).

79.2 All health care workers, managers and professionals should have undergone Aboriginal cultural awareness training.

79.3 Health care should be provided with respect for the privacy and dignity of persons receiving health care.

79.4 An holistic definition of health should be adopted when working with Aboriginal inmates. This means health status should include attention to physical, spiritual, cultural, emotional and social well-being.

79.5 Correctional centres should seek to establish a partnership with a local Aboriginal Health Service to improve the cultural appropriateness of health services.

Supporting Documentation
NSW Health 2012
RCIADIC 152

80 All inmates should have access to a 24-hour, on-call, or stand-by primary health service that is a registered doctor or nurse

80.1 Where a triage policy is used to assess to the health needs of inmates, this should only be undertaken by an appropriately qualified health professional.

80.2 Triage policies should not operate to the disadvantage of inmates who are illiterate or who do not speak English.

80.3 All inmates who have a medical complaint should be seen by a health professional as promptly as circumstances permit and at intervals appropriate to the diagnosis and prognosis in each case, according to good medical practice.

80.4 Each inmate's treatment plan should be reviewed and regularly modified as necessary to meet changing health needs.

80.5 Where necessary, inmates should be provided with support and counselling to assist them to manage their health issues.

80.6 Standard precautions for infection control must be applied.

80.7 Additional precautions may be needed for patients known or suspected to be infected or colonised with disease agents that cause infections in health care settings and that may not be contained by standard precautions alone.

80.8 Inmates are not to be the subject of unreasonable medical or scientific research that may be injurious to their health. Reasonable research is defined as where informed consent is given by the inmate and where approval has been given by a properly constituted health research ethics committee, such as according to National Health Medical Research Council Standards.

80.9 A health professional should advise the officer in charge of the correctional centre whenever it is considered that an inmate's physical or mental health has been, or will be, injuriously affected by continued imprisonment or by any condition of imprisonment, including where an inmate is being held in separate confinement. The General Manager of the correctional centre should immediately make a written report of such advice available to the appropriate senior officer with a view to effecting an immediate decision upon the advice that has been given.

Supporting Documentation

R-SGCA 2.31-32, 2.34-37, 2.40
SMR 25(1)
EPR 40.4, 41.1, 41.2, 43.1, 43.3, 48.1, 48.2
AMA 2013

81 Correctional centres that hold female inmates must ensure appropriate health care services are available to meet the particular health needs of female inmates.

81.1 A doctor of the same gender as the inmate should be available where this is preferred.

81.2 Female inmates should be educated about the benefit of pap smears. All women should have regular pap smears performed by a qualified practitioner with whom that woman is comfortable.

81.3 All women over 50 or with a family history of cancer should undergo a mammogram.

81.4 Pre-natal and post-natal treatment and accommodation should be made available to female inmates, where practicable.

81.5 Arrangements are to be made for inmates to give birth in a hospital outside the correctional centre. If a child is born in correctional centre, this fact should not be recorded on the birth certificate.

81.6 Correctional centres accommodating women should have 24 hour access to and liaison with appropriate hospital and community based obstetric and midwifery services.

81.7 Where practicable, there should be continuity of obstetric and or midwife staff providing care before, during and after birth.

81.8 Pregnant inmates should be offered information and counselling by qualified counsellors regarding pregnancy and termination options.

81.9 A sterile pack for the emergency delivery of a baby, including instructions, should be available in the correctional centre health centre.

81.10 Pregnant inmates should have individual care plans developed as soon as a pregnancy is confirmed and the appropriate screening completed as soon as possible

81.11 Pregnant inmates should be considered eligible for some form of special provision with regard to gratuities while they are unable to participate in correctional centre work.

Supporting Documentation

R-SGCA 2.45 - 46
SMR 23
EPR 34.3
BR 5, 6-11

82 Every inmate is to have access to the services of specialist medical practitioners as well as psychiatric, dental, optical and radiological diagnostic services, on medical referral.

82.1 Inmates should be referred to an external health provider where required treatment or services are not available within a correctional centre or are more appropriately provided by others. Referral to such services should be based upon medical opinion and community health standards and not be excessively influenced by security issues.

82.2 Inmates should be able to receive treatment from private health professionals, provided there are reasonable clinical grounds for granting the application, and they can meet the costs, and that the request falls within the relevant statutory requirements.

82.3 An inmate's dental care should be incorporated in his/her overall health care plan.

82.4 Acute dental first aid requirements must be met as is reasonably possible.

82.5 Inmates on dental (or other health) waiting lists should be informed of expected waiting times and any delays.

82.6 Inmates should receive counselling by a health professional or another person suitably qualified to give that counselling, both before and after testing for HIV/AIDS and is informed of the test results.

82.7 Inmates in the last stages of their life should be considered for placement in a non-custodial setting prior to death and be managed having regard to their sentence, the community, victims, the intention of the sentencing court, the inmate's family and the inmate. Terminally ill inmates must be provided with the care and treatment necessary to maintain their dignity and necessary comfort.

82.8 Prostheses and aides required by an inmate must be made available on the recommendation of a health professional. Inmates should be advised of the correctional centre's liabilities in respect of prostheses maintenance and replacement and of his/her own personal responsibilities for their care.

82.9 Prosthesis should be provided, replaced or repaired by the correctional centre where the need arises as a result of an accident or health condition and where an appropriately qualified health professional recommends the inmate's general health would otherwise be seriously impaired.

82.10 A special diet should be prescribed or modified by the Medical Officer or registered nurse and a registered dietician consulted where required.

Supporting Documentation
R-SGCA 2.32 2.38
SMR 22(2, 3)
EPR 41.5, 46.1

83 Inmates who are isolated for health reasons shall be afforded all rights and privileges that are accorded to other inmates, wherever practicable, and so long as such rights and privileges do not jeopardise the health of others.

83.1 If an inmate is found to have an infectious disease, the inmate should be managed by health services so as to minimise the possibility of contamination of the correctional centre.

83.2 The necessary infection control procedures must be implemented and the correctional centre General Manager advised of any special requirements.

Supporting Documentation
R-SGCA 2.34-35

84 There must be a safe procedure for the distribution of medications to inmates.

84.1 Over-the-counter medications to manage unexpected discomfort (such as headaches, influenza symptoms, toothache) should be readily available from reasonably accessible areas. Over-the-counter medications should be issued to inmates in a manner that complies with general legal requirements and does not place any responsibility for clinical decisions on non-medical staff.

84.2 Where an inmate is taking prescription medications upon being received into correctional centre, and if recommended by the medical officer or registered nurse, the inmate should continue to be prescribed this medication.

84.3 Prescribed medication should only cease on the recommendation of an appropriately qualified health professional.

84.4 Drugs which have a potential for abuse or dependency should only be prescribed when there is no alternative, and according to appropriate controls.

84.5 Inmates with chronic and other medical conditions that require self-injection must be allowed to self-inject. Inmates with disabilities who require equipment for activities of daily living or chronic conditions must be allowed to keep the equipment in their cells after security considerations have been considered.

85 Health promotion and education should be delivered in the language of choice of the recipient and in a culturally appropriate manner to the individual and the setting.

85.1 Health promotion and health education must be evidence-based.

85.2 Health prophylactics for harm minimisation (including condoms and dental dams) should be available in a confidential, non-judgemental context.

Supporting Documentation
Ottawa Charter for Health Promotion 1986

86 A health record file must be established for each inmate at the first health assessment and all subsequent health contacts should be recorded in the file.

86.1 Health records must be stored in a secure place within the health centre.

86.2 The confidentiality of medical information must be maintained to preserve each inmate's individual right to privacy. However, medical information may be provided in certain circumstances on a 'need to know' basis: with the consent of the inmate, or in the interest of the inmate's welfare, or where to maintain confidentiality may jeopardise the safety of others or the good order and security of the correctional centre.

86.3 Upon notification of transfer of the inmate to another correctional centre, the relevant health file should be updated and forwarded with the inmate.

86.4 Where necessary on release from correctional centre, each inmate should be given a summary of his/her health status, referral to the community health care provider of the inmate's choice, and a medical certificate supporting a sickness benefit application.

Supporting Documentation
R-SGCA 2.44

87 Health centre staff should be appropriately qualified

87.1 Health centre staff should receive adequate regular training and development opportunities.

87.2 Health centre staff should receive training in specific health issues relevant to the inmate cohort.

88 Health centre staff should be consulted on all areas of the correctional centre regime relevant to inmate health

88.1 Health centre staff should be consulted with regard to fitness and recreation opportunities for inmates.

88.2 Health centre staff should be consulted regarding the appropriateness of provisions within the kitchen and canteen (shop).

88.3 Health centre staff and the services they provide should be integrated into the wider correctional centre rehabilitation effort.

Mental Health Care

Mental health problems among the correctional centre population can be expected to be complex and comprise "a range of psychological and/or psychiatric conditions that include major personality problems, substance abuse and mental illness." The prevalence rates for all psychiatric morbidities in the correctional centre population are markedly higher than rates in community samples.

Inmates typically come from social groups that are disadvantaged in the community in terms of health and mental health care services, with a significant proportion having histories of alcohol, drug or other substance abuse and accumulated adverse life experiences. Further, the impact of imprisonment is likely to be stressful and potentially harmful to their mental and emotional health: isolation from family and social networks; loss of privacy; loss of personal control, identity and power to act; austere surroundings; and overt or covert aggression and bullying by other inmates. In addition, for many inmates there may be a lack of work or purposeful activity, heightened levels of uncertainty (particularly for remand inmates) and concerns about the outside world.

89 Correctional centres must make appropriate and adequate provision to meet the mental health care needs of inmates

89.1 An assessment of mental health should be made as part of the initial health screening required for all inmates upon entry into custody, or if a more in-depth assessment is to be made, this should occur within the first 30 days of custody.

89.2 Inmates who are suffering from a severe psychiatric illness should be assessed and transferred without delay so they may be managed by an appropriate tertiary or specialist health care facility, rather than a correctional centre. Prison diversion strategies to facilitate inmates' care from correctional settings to the community services, as appropriate, should be in place.

89.3 Inmates who exhibit particular behaviour but who are not suffering from any diagnosable mental illness requiring treatment in a secure hospital, should be managed within special mental health facilities within the centre

89.4 Inmates who are otherwise suffering from mental illness or an intellectual disability should be provided with appropriate management and support services.

89.5 Mentally ill inmates must never be punished for behaviour which is consequence of their illness.

89.6 Discharge planning systems must be in place to ensure that inmates with a serious mental illness preparing for release have a care plan developed and documented to facilitate pathways or through care to community health services.

89.7 Referrals to Aboriginal Mental Health worker must be arranged for all Aboriginal patients. An adequate and effective psychological counselling service should be available to inmates.

89.8 Where an inmate who enters or is released from a correctional centre is under medical or psychiatric treatment, the correctional centre health service should make arrangements with an appropriate agency for the continuation of such treatment after release, where appropriate.

89.9 Particular care should be taken to observe and provide support and counselling to remand inmates who have mental health problems.

89.10 All staff who have contact with inmates should receive some basic mental health awareness training. There should also be regular refresher training courses.

89.11 All nurses should have mental health training, and at least one nurse in each correctional centre should be a registered mental health nurse.

89.12 Any General Practitioner providing inpatient health care must receive training or have experience in mental health care.

89.13 Correctional centres must seek to minimise the adverse impacts of imprisonment on the mental health of inmates. This is particularly important with inmates who are experiencing suicidal or self-harming ideation.

89.14 Correctional centre regimes should promote good mental health through purposeful activities, contact with family, health promotion, exercise and diet.

Supporting Documentation

R-SGCA 1.27, 2.23-24, 2.37, 2.43
SMR 22(1), 82, 83
EPR 40.4, 47.1, 12.1, 12.2
BR 11,12
2002 National Statement of Principles for Forensic Mental Health

90 Correctional centres must have effective processes to detect and manage inmates in crisis, particularly where they may self-harm. These processes should be multidisciplinary and should develop a therapeutic and supportive management regime for such inmates.

90.1 Inmates in crisis, particularly those at risk of self-harm, should be fully consulted and informed concerning any change to their management regime, including the criteria for a return to normal regime management. Consideration should be given to imposing the least restrictive regime commensurate to risk, including the use of 'buddy' arrangements with other inmates.

90.2 All staff who have contact with inmates should be trained in identifying self-harming ideation and suicide prevention.

90.3 Aboriginal inmates should have access to traditional healers, or elders, where appropriate and practicable.

90.4 Trauma and grief counselling should be offered where appropriate, and multi-disciplinary mental health crisis teams should be available at all closed security correctional centres.

90.4 In the event of a self-harming incident, each correctional centre must provide appropriate and readily accessible equipment for the severing of ligatures and apparatus for resuscitation.

90.5 In the event of a self-harming (or any other psychologically damaging) incident, appropriately skilled and trained counsellors should be made available to all affected inmates and staff, and should conduct an impact assessment with a view to ensuring that adequate supports are made available for as long as necessary.

90.6 Any inmate held in a special cell should be visited daily and as frequently as is necessary by a health professional to monitor physical and mental health.

Supporting Documentation

SMR 25 (1) & 32 (3)
R-SGCA1.81, 1.85, 2.22,
EPR 43.2, 47.2
BR 6,16

Food and nutrition

It is a fundamental right of inmates to be provided with sufficient nutritious and varied food, at normal meal times, and to have access to drinking water at all times.

Food is a constant focus for complaints in correctional centres. The NSW Ombudsman Annual Report 2008-09 (p.80) comments that "It is rare to come away from a visit to a correctional centre without receiving a single complaint about food" while the 2010-11 Annual Report (p.36) observes that the "dissatisfaction with the food is unsurprising when we see the large number of prison-provided meals which are thrown away uneaten by many inmates each time we visit correctional centres."

Many inmates are overweight and in need a healthier diet with more exercise. However, inmates cannot be made to live and eat healthily, nor should they be. In part because they are able to supplement their dietary intake with confectionery and other items bought at the correctional centre canteen, and in part because making a choice about the foods that are eaten is one the basic distinguishing attributes of being an individual. There is a wide disparity in food preferences among inmates and inmates should be allowed some food choices.

91 Food should be hygienically prepared and of sufficient quality, quantity and variety to meet inmates nutritional needs.

91.1 Menus should be planned to ensure that high quality, nutritional and varied meals are provided.

91.2 Inmates should be able to choose between food options.

91.3 Inmates should be provided with three meals per day at reasonable intervals.

91.4 Inmates should be issued with evening meals at a time which reflects community practice.

91.5 All inmates should have continuous access to clean drinking water.

91.6 Particular care and consideration must be given to ensure that inmates who are required to work outside the correctional centre or inmates in transit have access to adequate supplies of drinking water, using the guideline quantities noted above.

91.7 Menus should consider the availability of fresh produce, climate, inmate work requirements, and the need for special meals.

91.8 Menus should be developed in consultation with a qualified dietician.

91.9 Food should be procured, stored, prepared, produced and served in accordance with generally accepted professional health and safety standards and in compliance with legislation.

91.10 All persons engaged in food preparation and or handling should be trained in food hygiene matters commensurate with their work activities.

91.11 All persons involved in preparing and serving food wear appropriate protective clothing.

91.12 Custodial staff must supervise the serving of food to prevent tampering and other forms of bullying. Particular care must be taken to ensure that food for protective custody inmates is not subject to tampering.

91.13 There should be regular quality management audits and reviews of kitchens.

Supporting Documentation
R-SGCA 2.14-15
SMR 20
EPR 22.1, 22.3, 22.4, 22.5
BR 48

92 Special dietary food should be provided where it is established such food is necessary for medical reasons, on account of an inmate's religious beliefs, because the inmate is a vegetarian, or where the inmate has other reasonable, special needs.

92.1 Halal and other religious requirements for food procurement, storage, preparation, distribution and serving should be fully observed. This may involve the separate preparation and cooking of certain foods.

92.2 Inmates requiring particular diets such as vegetarian, religious, cultural and special diets, should be able to select from a menu which includes sufficient choice.

92.3 Inmates should be educated about healthy eating and its benefits.

92.4 Inmates should be consulted and can make comment about the quality, quantity and variety of food and have their views taken into account.

92.5 There should be arrangements for food to be available at non-meal times for late arrivals, court returns etc.

Supporting Documentation
R-SGCA 2.15
Ali v State of Queensland [2013] QCAT 319

93 Inmate accommodation that involves self-catering must be monitored to ensure appropriate standards of hygiene and nutrition.

93.1 Inmate self-catering arrangements require the correctional centre to ensure that proper standards are observed for the storage of food, the hygiene of the kitchen, and that inmates are receiving a balanced diet.

93.2 Food that has been purchased from the canteen for later consumption must be stored safely and hygienically and not in excess of the recommended shelf life.

93.3 Healthy snacks should be available as an alternative to confectionary.

Supporting Documentation
EPR 22.3

Management and treatment of substance use

Correctional centres, transitional centres, court custody centres and custodial transport services should have comprehensive and integrated procedures that seek to:

- prevent and detect the supply of illicit drugs;
- reduce the demand for illicit drugs; and
- minimise the harm arising from drugs through education, treatment and enforcement.

94 Correctional centres should have effective mechanisms to reduce the demand for drugs.

94.1 A range of evidence-based and externally evaluated drug and alcohol programs should be available for inmates, to match demand identified through the application of validated assessment instruments.

94.2 The efforts of CSNSW and Justice Health & Forensic Mental Health Network staff to reduce the demand for drugs should be integrated.

Supporting Documentation
R-SGCA 2.29, 3.10

95 Correctional centres should have effective mechanisms to treat and reduce the harm caused by drug use.

95.1 All inmates should have the opportunity to undertake a basic substance use education program. This should include information about the side effects of drug use and the support services that are available.

95.2 Substance dependent inmates should receive prompt, competent, professional help in the treatment of withdrawal.

95.3 Differential sanctions, based on the varying harm caused by the drugs used by inmates, should be applied and integrated with treatment.

95.4 Inmates needing to recover from chronic or acute drug addiction should receive effective treatment, often with medication, followed by management of the problem over time. Post withdrawal interventions and post release pathways should be in place. Poly-substance user pathways should also be assisted with pathways support.

95.5 Where appropriate, replacement pharmacotherapy should be available, according to strict eligibility criteria and in conjunction with a management plan that ensures an appropriate transition to a community treatment program on release. Pre and post release support should facilitate access to a range of drug and alcohol, health and welfare services.

95.6 Processes should be in place to ensure regular review of treatment occurs for all opioid substitution therapy inmates.

95.7 Inmates with substance related needs should be given access to a range of appropriate activities and regimes (including drug free incentives) that support change and challenge offending behaviour.

95.8 At each correctional centre partnerships should be developed with local drug rehabilitation, counselling and education organisations.

Supporting Documentation
R-SGCA 2.29

96 Inmates with alcohol misuse problems should have access to appropriate treatment and support.

96.1 Initial health assessments should identify those who are physically dependant on alcohol and require detoxification, as well as those who, although not physically dependant, are at serious risk of harm. Intervention should be recommended commensurate with the inmates assessed level of need.

96.2 Intervention for those at risk of withdrawal should begin as soon as possible. The detoxification process should be clinically supervised and appropriate support should be offered to the inmate.

96.3 Assessment for offending behaviour programs should identify whether alcohol misuse is a significant factor in previous or current offending and intervention supplied accordingly.

96.4 Accredited alcohol treatment programs and interventions should be provided to inmates at risk from alcohol misuse. These should seek to address the underlying causes of an inmate's drinking behaviour.

96.5 Alcohol-specific support groups and individual support should be available to inmates.

96.6 Where alcohol misuse forms part of poly-drug misuse inmates should be offered both structured substance misuse treatment interventions and specific alcohol interventions to offer a holistic approach.

96.7 Where possible, links should be made with community organisations to provide evidence-based alcohol intervention. With an inmate's consent the correctional centre should liaise with these agencies to ensure appropriate information sharing and joint planning to ensure continuity of care upon release.

96.8 All inmates who have engaged in alcohol treatment should undergo pre-release intervention and be supported in developing appropriate community links for continuity of treatment and support.

96.9 Training and support structures should be offered to staff to encourage them to reflect on their own attitudes, knowledge and behaviours concerning alcohol and enable them to work effectively with alcohol misusing inmates.

Supporting Documentation
WHO 2007
R-SGCA 3.13-14

97 All inmates should be offered alcohol education programs to raise awareness of the potential harms and to encourage safe and responsible drinking based on informed choices.

97.1 Education, treatment, and intervention programs should be tailored to suit the cultural and linguistic needs of the target group.

97.2 Families of inmates should be provided with information about alcohol dependence, withdrawal and support.

98 Clear penalties should exist for the brewing of alcohol in a correctional centre.

98.1 Staff should be knowledgeable about materials, food, etc that could potentially be misused for the brewing of alcohol.

98.2 Utilising this knowledge, staff should monitor the use of these materials.

98.3 Correctional centres should test for alcohol where illicit alcohol is suspected.

Supporting Documentation
R-SGCA 1.54

99 In the interests of improved health, inmates and staff should be dissuaded from smoking

99.1 No inmate should be required to share a cell with an inmate who is permitted to smoke in a cell.

99.2 All common indoor areas should be smoke-free environments.

99.3 Correctional centres should not subsidise tobacco products or encourage smoking by inmates or staff.

99.4 Recognising that many staff and inmates already smoke, support, including pharmacotherapy, should be made available for people withdrawing from tobacco addiction.

Supporting Documentation
WHO 2007
R-SGCA 2.13

Religious and spiritual needs

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change a religion or belief, and freedom, either alone or in community with others and in public or private, to manifest religion or belief in teaching, practice, worship and observance.

100 Inmates should have the right to manifest their religion or belief in teaching, practice, worship and observance, consistent with correctional centre security and good correctional centre management.

100.1 Correctional centres should have a tolerant approach to religious and spiritual diversity. If the correctional centre contains a sufficient number of inmates of the same religion, a qualified visiting representative of that religion should be able to be appointed or approved.

100.2 A qualified and approved religious representative should be allowed to hold regular services and to pay pastoral visits in private to inmates of the appropriate religion at the proper time, subject to the security and good order of the correctional centre.

100.3 Suitable multi-faith worship facilities should be available for inmates of all faiths.

100.4 The timing of religious services should be well advertised, and the timing of religious services should not clash with key regime activities.

100.5 Inmates should be able to obtain, keep and use books and objects of religious significance where this does not pose a risk to correctional centre security.

100.6 Approved religious books and objects are to be treated with respect. Staff should be provided with training to avoid inadvertent offence in this area.

100.7 Inmates should have access to religious publications, but religions should not seek to proselytise or convert inmates to a particular faith.

100.8 Inmates should not be permitted to assume the role of religious minister or representative.

100.9 Inmates should be able to celebrate major religious festivals.

100.10 Where practicable, recognised Indigenous elders or leaders should be permitted to address the emotional and spiritual needs of inmates.

100.11 Aboriginal spirituality should be encouraged and strengthened through the systematic observance of customs relating to language, food, death, healing, storytelling, rites of passage, tribal traditions and funeral attendance.

Supporting Documentation

R-SGCA 2.16-20
SMR 6(2), 41, 42
EPR 29.1, 29.2, 29.3, 38.2
RCIADIC 171
UDHR Article 18

Recreation

Every inmate has the right to some rest and leisure from work. At minimum, inmates are to be allowed at least one hour of exercise and association in the open air each day. Importantly, recreational activities also provide many opportunities for the acquisition of skills that will assist inmates to adopt constructive lives.

101 Inmates should have reasonable access to a range of sports, recreation and cultural activities.

101.1 Inmates should be able to exercise in the open air for at least one hour every day, weather permitting. This standard is applicable to all inmates including those under protected or segregated custody.

101.2 The hours out of cells should facilitate this access to recreation (and to work, programs, services etc). To assess this, records of lock downs should be kept. Inmates accommodated in Mental Health Support Units should have increased time out of cell to facilitate their health needs.

101.3 The range of recreational activities available should reflect the various health and fitness needs of the most significant correctional centre population segments.

101.4 Particular consideration should be given to ensure equitable access and appropriateness of recreational opportunities for female inmates in predominantly male correctional centres.

101.5 Time allocated for the use of recreation facilities should not conflict with other aspects of the structured day.

101.6 Where it is not a risk to security, minimum-security rated inmates should be allowed to participate in structured recreational activities outside of the correctional centre.

101.7 Physical recreation and the playing of team games should be encouraged and facilitated with appropriate facilities and equipment.

101.8 Various passive recreation options should also be available.

101.9 In each recreational pursuit, inmates should be able to explore opportunities for acquiring skills and personal development. For example, gaining accreditation for refereeing, fitness training, etc.

Supporting Documentation

R-SGCA 2.52-53
SMR 21, 78
EPR 27.1, 27.2, 27.3, 27.4, 27.5, 27.6

102 Infrastructure and equipment should support the safe participation of inmates in recreational and cultural activities.

102.1 Recreation areas and equipment must be maintained to ensure safety of use and to ensure misuse is not possible. Ageing equipment should be replaced.

Supporting Documentation
EPR 27.4
R-SGCA 1.31

Gratuities and money management

The proper management of inmates' access to gratuities (along with inmate purchases and private property) is of central importance to the quality-of-life of inmates. In addition, a system of gratuities provides opportunities for small savings to be made for release, or to make a minor contribution to support family needs or to pay out outstanding fines. In these ways, the correctional centre can provide an opportunity to guide the acquisition of prudent habits and a better understanding of personal money management.

However, inmates have notoriously poor money management skills, and in many cases spend all of their gratuities impulsively and in some cases seek to supplement their gratuities from outside the correctional centre from family members who may be in a marginal monetary position themselves. At worst, inmates may intimidate or steal from other inmates or supplement their money by organising or selling drugs or other contraband. Correctional centres should guard against any forms of monetary intimidation and provide encouragement to inmates to save part of their gratuities for the future or to assist their family and others, as well as provide information and advice on personal money management.

103 An equitable gratuity system should reward inmates for work completed according to level of skill and hours worked.

103.1 All gratuities should be credited to inmates' accounts on a weekly basis, and must be recorded and controlled in a transparent and effective manner.

103.2 The gratuities should generally be scaled according to whether inmates are required to contribute to the costs of their care and custody.

103.3 The awarding of different scales or levels of gratuities should be applied equitably, based upon skill and workload. Particular care must be taken to ensure that ethnic or cultural groups are not disproportionately represented in the lowest gratuity scales.

103.4 Inmates undertaking full-time education or training should be eligible for gratuities at a range of scales or levels, including the highest gratuity level.

103.5 All inmates should be able to easily access accurate and up-to date records of their finances.

103.6 The correctional centre may also provide that a part of the earnings may be retained by the administration so as to constitute a saving fund to be handed over to the inmate on his/her release. Inmates should be encouraged to save money. This should be accompanied with budgeting education.

103.7 A simple procedure should be in place to allow visitors to deposit money into inmates' telephone or private cash accounts. However, the correctional centre should seek to ensure the propriety of such deposits.

Inmates who arrive without private money should be offered a loan/pay advance to use in the correctional centre shop or canteen.

Supporting Documentation
R-SGCA 1.51, 2.26, 3.8, 4.3
SMR 43, 76(3)
EPR 26.10, 26.12, 105.4

Inmate purchases

Correctional centre shops or canteens and 'buy-ups' should provide a wide range of items for purchase that is based on local inmate population demand. However, a balance should be struck between providing some of the small luxury items not routinely supplied by the correctional centre, such as confectionery and promoting healthy lifestyle products.

104 Inmates should be able to make purchases from their own money or from the accumulation of gratuities.

104.1 The correctional centre should provide a means for inmates to purchase approved items from a correctional centre shop or canteen.

104.2 There should be consistency in the list of approved items across correctional centres.

104.3 Inmates' access and egress to and from a shop should be strictly monitored to ensure they are not subject to intimidation or have their purchases stolen by other inmates.

104.4 Inmates should have access to a reasonably wide range of products which should be comparable in price to such items as they are available in the local community. This should include a range of healthy alternatives.

104.5 The list of available goods should be publicised prominently, preferably in every residential wing or accommodation area. Any price changes should be consistent with community price changes.

104.6 Price lists must be kept up-to date.

104.7 The needs of inmates should be regularly assessed and provided for in the correctional centre shop and ordering system.

104.8 Access to canteen purchases should include inmates at court, segregated and protected custody inmates, new arrivals to the correctional centre and those sick in cell or otherwise confined.

104.9 A wide range of suitable hobby materials should be available through the correctional centre shop or by order.

104.10 Inmates should be regularly consulted on the range of goods that is available for purchase.

Supporting Documentation

R-SGCA 2.27
SMR 76(2)
EPR 26.11, 31.5

Property

Through many means, correctional centres tend to strip inmates of their individuality. Allowing inmates to retain some private property is a way of inmates maintaining a sense of themselves as distinct and unique human beings as well as enjoying the intrinsic value of the item. However, there needs to be sensible limits placed upon the amount and type of private property that each inmate can retain in order that the security, safety and good order of the correctional centre may be maintained.

105 Inmates should be able to keep a small number of approved items as private property.

105.1 There should be an effective and equitable process for identifying and regulating private property in cells.

105.2 Inmates should not be arbitrarily deprived of property without being informed of the cause, and having some right of appeal to a higher authority.

105.3 Inmate property which is to be retained at the correctional centre, either in an inmate's personal possession or in storage, should be recorded, stored, transferred and controlled in an effective manner and in a way that respects the entitlement of the inmate to such property. Property that is not to be retained at the correctional centre should be disposed of by the inmate, where appropriate.

105.4 Correctional centres should ensure the safekeeping and accurate recording of property that is assessed as having a significant monetary value and personal items such as photographs. Inmates' in-cell property should be able to be secured.

105.5 Inmates should be able to arrange access to property not held in their possession.

105.6 On the release of an inmate, all property and any accumulated unspent money should be returned to the inmate.

105.7 Processes must be in place to expeditiously and fairly resolve inmate claims of damaged or lost property.

Supporting Documentation

R-SGCA 1.7, 1.8
SMR 43(1)
EPR 31.1, 31.2, 31.3, 31.7, 33.4

External contacts and communications

An imprisoned person must have the right to be visited by and to correspond with members of his or her family as well as to communicate with the outside world, subject to reasonable conditions and restrictions as specified in legislation. While such communications may be subject to surveillance for reasons of security, information obtained by these or other measures should never be used inappropriately or indiscreetly.

However, correctional centres must enforce the right of members of the community not to receive communications from an inmate. In particular, the community, including victims or witnesses, have a right not to be subjected to unsolicited or unwanted communications or harassment from inmates.

106 Telephone and mail communications between inmates and the community should be facilitated through the provision of adequate telephones and letter paper.

106.1 Inmates should be made aware of their entitlements to telephone calls and mail.

106.2 There should be a sufficient number of telephones so that inmates are able to gain reasonable access and be able to speak for a reasonable time, without disadvantaging other inmates. A de facto standard is 1:20 inmates.

106.3 Inmates should have access to telephones that permit reasonable privacy from other inmates.

106.4 Inmates should be permitted to send as many letters as they can afford and no restrictions should be placed on the number of letters that can be received.

106.5 Special arrangements should be in place to ensure foreign national inmates have sufficient access to airmail letters and international telephone call facilities. Wherever practicable, inmates should be able to access discounted telephone charge rates.

106.6 Inmates outgoing mail should be posted within 24 hours, and incoming mail should be received by the inmate within 24 hours of receipt by the correctional centre.

106.7 Inmates should be advised of and provided with access to a telephone interpreter service.

Supporting Documentation

R-SGCA 3.22, 3.35
SMR 37, 38
EPR 24.1

107 Appropriate measures should be in place to prevent inappropriate use of telephone and mail communications without unnecessarily interfering with an inmate's privacy.

107.1 Correctional centres must ensure recipients of inmate communication have approved the communication.

107.2 If inmates' mail and telephone calls are subject to supervision, interception and recording or confiscation, they must be advised of the fact.

107.3 Strict regard must be paid to the observance of confidentiality of such communications and in no circumstances should correctional centre staff discuss the contents of such communications other than in accordance with proper reporting procedures.

107.4 Inmates' mail outgoing or incoming should only be opened to check for prohibited items. There must be legitimate reasons to read an inmate's mail.

108 Legally privileged or other correspondence to properly constituted "exempt" or complaints or investigatory authorities should not be opened by correctional centre staff.

108.1 Correctional centres must make readily available a means (such as distinctively marked envelopes and special post boxes) for inmates to send privileged mail to appropriate authorities.

Supporting Documentation

EPR 24.2

109 Inmates should be encouraged to maintain and develop relationships with family and friends through visits.

109.1 Contact between inmates and the community should be encouraged in recognition of the important role families and communities play in assisting the successful reintegration of inmates back to the community upon release and the importance of such contact to inmates' mental well-being while in correctional centre.

109.2 Inmates should be permitted a minimum of one visit each week and as many further visits as may be practicable.

109.3 Unconvicted inmates should be permitted to receive uncapped visits.

109.4 Correctional centres should be flexible and make special arrangements for inmates to receive additional visits where a bona fide need is identified. For example, where an inmate's family must travel a long distance and can only do so infrequently or where a death or other trauma has occurred and extended family grieving may be necessary.

109.5 Additional visits or additional telephone calls should be included in the earned incentive and privilege scheme.

109.6 Inmates should not be denied access and/or visits with their children, unless the access is not in the best interests of the children. Where there is reasonable concern for the safety or well-being of children, consideration should be first given to increasing the level of supervision for the visit and only denying a visit where absolutely necessary.

109.7 Special inter-correctional centre visits should be regularly facilitated for inmate partners or children in different correctional centres or juvenile facilities.

109.8 The approval arrangements for visitors should take into consideration different family structures, particularly in relation to Aboriginal inmates.

Supporting Documentation
R-SGCA 1.51, 3.20 - 24, 3.30
SMR 79
EPR 24.4

110 All inmates should be permitted direct contact with their visitors where this does not interfere with correctional centre security or the safety of visitors.

110.1 There should be a presumption in favour of inmates receiving contact visits.

110.2 Non-contact visits should only be invoked where there has been a serious breach of visiting rules, or where a visitor is reasonably suspected of introducing contraband or any drug-related offence. Non-contact visits must not be used as punishment for general misconduct.

110.3 The use of non-contact visits should be reviewed regularly.

110.4 Where a visit is denied or where a visit is ordered to be a non-contact visit, the inmate concerned must be kept fully informed. Where a non-contact visit is allowed, but all non-contact visiting cubicles are fully occupied, the visitor should be offered a non-contact visit at the next available opportunity, and again the inmate should be fully informed.

110.5 General Managers should ensure that an adequate number of contact visiting spaces and non-contact visiting cubicles are available to meet normal demand, and that visitors are not being regularly turned away.

Supporting Documentation
R-SGCA 3.28

111 A well run visitors' centre should be available adjacent to each correctional centre, which incorporates a comfortable waiting area, toilets, a children's play area and refreshments.

111.1 Family support services should be available before and after visits.

111.2 There should be safe storage for visitors' property.

111.3 Inmates' visitors should be able to access at the centre information about public transport and transport services, family support services, visiting hours and details about what visitors can expect when they arrive.

111.4 Where public transport is unavailable or stops some distance from the correctional centre, transport arrangements should be in place for visitors to get to and from the correctional centre.

111.5 Efficient planning and booking arrangements should be established to minimise visitors' waiting to commence a visit and to enable the length of visits to be extended, subject to not disadvantaging other inmates and visitors.

111.6 The visit booking system should be flexible, simple and accessible.

Supporting Documentation
R-SGCA 3.27

112 Visiting facilities within the correctional centre should be comfortable, pro-social and safe environments that maximise ease of contact between inmates and their visitors.

112.1 The visits area should be subject to security monitoring by staff and such other security measures, such as camera surveillance, as is appropriate to the security level of the correctional centre. However, security arrangements during visits should not unnecessarily encroach on privacy.

112.2 Visitors and inmates should have access to refreshments during visits.

112.3 Suitable play facilities and equipment should be made available for visiting children.

112.4 Facilities should reflect the needs of visitors including disabled access, access to toilets, storage for visitor's belongings, adequate seating, and a suitable area to feed and change babies and young children.

Supporting Documentation
R-SGCA 3.26, 3.31

113 Correctional centres must develop reasonable guidelines for the speedy consideration of inmate applications to attend the funeral of a family member. The responsibility for bearing the cost of such attendance, including the cost of escorting officers, must be made clear to each applicant.

113.1 Correctional centres must give recognition to the special kinship and family obligations of Aboriginal inmates which extend beyond the immediate family and give favourable consideration to requests for permission to attend funeral services and burials and other occasions of special family significance.

113.2 Where it is necessary to use restraints on an inmate attending a funeral, they should be as discreet as possible.

Supporting Documentation
EPR 24.7
RCIADIC 171
R-SGCA 2.51

Individual case management

The case management of sentenced inmates should be based upon individual risk and need assessments and include input from the inmate and where practicable, from the inmate's family. Case management should begin immediately after sentence and provide a planned pathway and preparation for release.

The provision of regimes that meet the case management needs of the inmates should be a primary goal for each General Manager. In this way case management should become the driving force behind correctional centre regimes.

114 All sentenced inmates should have an individual case plan

114.1 Correctional centres must ensure that validated comprehensive needs assessment instruments are professionally administered by trained assessors.

114.2 Where criminogenic needs are identified these should be included in case management planning that includes the provision of appropriate programs and services to meet assessed needs, subject to relevant 'what works' principles in relation to risk, need and responsivity.

115 The correctional centre should administer a system of individual case planning of inmates that enables the assessment, planning, development, coordination, monitoring and evaluation of options and services to meet the individual needs and risks of persons as they move through correctional centre to full or conditional release to the community.

115.1 Where relevant, case management systems should ensure that a relatively seamless approach to the management of offenders/inmates occurs across community corrections and correctional centres.

115.2 Appropriate case management records should be established and regularly updated and audited by senior staff.

115.3 All eligible sentenced inmates should have a case plan developed as soon as practicable after entering custody. This plan should provide a pathway through imprisonment to a safe release back into the community.

115.4 Case plans, including the security classification and placement of inmates, should be regularly reviewed allowing the inmate as well as staff to provide updated information.

115.5 Each case plan should contain measurable and achievable short term and long term goals and where an inmate's progress does not appear to be leading to the agreed objectives, appropriate action should be taken.

115.6 All progress and any changes should be recorded clearly and accurately.

115.7 Individual case plans should include work, education, other relevant activities as well as preparation for release.

115.8 While appropriate electronic records should be maintained, the focus of case management should be on interactions between inmate and case officer. Implementation of case plans should be regularly evaluated.

Supporting Documentation

R-SGCA 1.39-40, 3.1 - 5
SMR 65, 66, 69
EPR 103.2, 103.3, 103.4, 104.2, 104.3

Inmate programs

Imprisonment is an opportunity for inmates to re-assess their lives and to take steps to make change. Inmates should be engaged in a range of individually-relevant short programs that provide information on offending related matters and improve motivation to change criminogenic behaviours, attitudes and thinking. Inmate out of cells hours must support program engagement and completion.

116 Based upon an updated inmate needs analysis, each correctional centre should provide a range of evidence-based programs, cognitive development and offence-related and resettlement programs that match inmate needs.

116.1 All inmates should be offered and engaged in programs, informed by risk assessment, consistent with a defined program pathway, which address the needs identified through comprehensive assessment and which is fully documented in an inmate's Case Plan.

116.2 Correctional centres should direct attention to inmate "readiness" and motivation for program engagement.

116.3 Remand and short sentenced inmates should not be precluded from program participation.

116.4 Programs and services provided to address criminogenic needs should be based on best practice and have solid evidence as to their efficacy, and be applied according to relevant 'what works' principles in relation to risk, needs and responsivity.

116.5 There should be internal consistency between the assessed level of risk of re-offending and inmate program engagement.

116.6 All programs should have a manual and be periodically externally evaluated in relation to the achievement of their objectives.

116.7 Where community resources are used for the assessment, treatment, counselling, education and training of inmates, CSNSW should regularly assess and monitor the service provided by such agencies to ensure that the quality is adequate and consistent.

116.8 Programs and services provided to inmates, especially women, Aboriginal inmates and inmates from non-English speaking backgrounds, should be established following close consultation with the appropriate community groups and experts.

Supporting Documentation

R-SGCA 3.6, 3.7, 3.10 - 14
SMR 65, 66, 69
RCIADIC 184

Education

Many inmates have had impoverished educational experiences, particularly those with learning deficits in literacy and numeracy. Consequently, re-engaging with learning inside the correctional centre can be an important part of making imprisonment a more positive and transformative experience. Successful engagement with educational programs can help inmates with their social skills, artistic development and help them deal with their emotions.

"Inmates should be provided with access to programmes and services, including education, vocational training (and employment), that enable them to develop appropriate skills and abilities to lead law abiding lives when they return to the community."

117 All inmates should be encouraged to participate in education and training opportunities.

117.1 Inmates should be informed of the full range of education and training opportunities available.

117.2 Inmates who are approved to be full-time students should be remunerated equivalently to inmates who are employed in full-time work.

117.3 The correctional centre regime should support access to education.

117.4 Inmates should be encouraged to participate in apprenticeships, traineeships and other formal training programs.

117.5 Inmates' achievements should be recognised through certificates, reports, awards and ceremonies that include family and communities, where possible. Certificates should be issued by recognised educational providers, rather than by the correctional centre.

117.6 Gratuities for inmates undertaking education and Vocational Education and Training (VET) should be such as to provide an incentive to inmates.

Supporting Documentation

ICESCR Article 13
R-SGCA 3.8-9

118 All correctional centres should provide a wide range of educational opportunities relevant to inmates' needs and interests.

118.1 All inmates should be interviewed by education centre staff to ensure that their education needs are identified.

118.2 Education and VET should be included in inmates' case plans, with input from education and training personnel.

118.3 Inmates should be consulted regarding what education programs and courses are available.

118.4 The education curriculum should include:

- general education courses, including adult literacy and numeracy;
- VET;
- creative and cultural activities;
- higher education; and
- lifestyle and social education.

118.5 Education should be marketed innovatively to engage inmates' interest.

118.6 Literacy and numeracy programs should be a high priority. Identified inmates should be encouraged to engage in such programs, but should never be compelled to do so.

118.7 All education activities should provide for literacy and numeracy development linked to the activity.

118.8 Social education should include practical elements that enable inmates to manage daily life within and outside the correctional centre, with a view to better facilitating a successful return to society.

118.9 Technical and professional education should be made generally available and higher education should be encouraged. Inmates should be assisted to meet any entry requirements.

118.10 Where inmates have previously completed substantial lower level courses in a relevant industry or educational field, higher levels of training or education should be offered, where practicable.

Supporting Documentation

R-SGCA 3.6, 3.8, 3.9
SMR 77(1)
EPR 28.1, 28.2, 28.3, 28.4, 106.2, 106.3

119 Educational opportunities should be culturally appropriate to the needs and beliefs of the correctional centre population.

119.1 Inmates should have access to cultural activities that reflect the diversity of Aboriginal and other cultures, traditions and histories.

119.2 Appropriately qualified Aboriginal instructors and educators should be part of delivery programs that are predominantly undertaken by Aboriginal inmates.

119.3 All non-Aboriginal training delivery and assessment staff should be skilled in cross-cultural communication.

119.4 Where appropriate, education programs should be customised to suit the learning styles and learning needs of inmates, particularly Aboriginal inmates.

119.5 Education should be provided in a language and manner appropriate to inmates.

Supporting Documentation
R-SGCA 3.14
EPR 28.3

120 Educational pathways across correctional facilities should be developed to enable education and training to be continued at different locations and at different points in a sentence.

120.1 If an inmate must be transferred, every effort must be made to ensure any education courses they are involved in are not interrupted.

120.2 Inmates serving short sentences should have access to short course programs or programs that inmates can continue post-release.

120.3 Programs should be scheduled in discrete units over short time frames to maximise completions.

121 As far as possible, correctional centre-based education should be integrated with the community education system to support continuation of education after release.

121.1 Most education offered should be recognised by the appropriate sector (school, VET, or Higher Education).

121.2 Correctional centres should establish links with local TAFE campuses and other relevant community education organisations to maintain currency and equivalency in what programs are being delivered.

121.3 Inmates with short sentences, in particular, should be linked with community educators to encourage continuity of education once released.

121.4 Education and VET should support throughcare by establishing networks and formalising links between correctional centres, internal and external training providers, community corrections, and other support providers to promote effective education and training referrals.

121.5 Inmates engaged in education and VET should be provided with educational and vocational counselling services that support the pursuit of work and further study on release.

Supporting Documentation
SMR 77(2)
EPR 28.7

122 Vocational education should be linked to employment and reflect the market demands in the community.

122.1 Preparatory programs that improve inmates' access to and achievement in VET should be provided as link courses.

122.2 Training that links to existing skills shortages should be offered to inmates.

122.3 Opportunities for inmates to undertake VET qualifications should be made available.

122.4 VET should be integrated with inmate work carried out in correctional centre industries and other aspects of correctional centres where there is scope for competency development related to the Australian Qualifications Framework and post-release employment opportunities.

Supporting Documentation
EPR 28.7
R-SGCA 3.17

123 Sufficient appropriate resources should be available for inmate education and training.

123.1 Inmate education and training should take place in an appropriate classroom, individual study room, or suitable workshop, as appropriate to the subject matter and fit for the purpose.

123.2 Every effort should be made to employ teachers and trainers in courses relevant to the inmate population. Courses available should not simply reflect the skills of available officers. This may require a wide range of staffing options including contracts with specialist training organisations external to the correctional centre, the use of part-time staff, as well as full-time educators and trainers.

123.3 Inmates should have access to computers for legitimate study purposes.

123.4 External studies should be available to inmates who are assessed as eligible to attend external study. The constraints imposed by reliance upon technologies in modern distance learning will require extra support from correctional centre educators (arranging for printing of materials, facilitating email communications and supervision of on-line examinations.)

123.5 Education resources and support materials should be customised to suit the learning styles and learning needs of inmates, particularly Aboriginal inmates, where appropriate.

123.6 Peer support programs should be developed as a component of formal provision of education.

124 Inmates should have reasonable access to a library of recreational, educational, cultural and information resources.

124.1 Correctional centre libraries should operate according to standard library practice and the Australian Library and Information Association's Australian Prison Libraries: Minimum Standard Guidelines, 1990.

124.2 Inmates should be encouraged to make full use of the library.

124.3 Library resources should reflect the needs of the different segments of the population at the correctional centre. Where relevant, materials appropriate to women, Aboriginal inmates, and inmates from non-English speaking backgrounds, should be available.

124.4 Library resources should also support the correctional centre's educational and training programs.

124.5 Library resources should include current and comprehensive legal resources.

124.6 Inmates should be able to access resources via inter-library loans.

124.7 Every correctional centre should have a library which is accessible to inmates during recreation.

Supporting Documentation

R-SGCA 2.54
SMR 40
EPR 28.5, 28.6
RCIADIC 185-186

Preparation for release

The whole correctional centre experience should be regarded as part of a planned and staged journey toward a safe release back into the community. Inmates should be informed through the case management process about the regimes and different levels of control that accompany each security stage.

Except where to do so would unreasonably threaten the safety of the community, the last stage of every correctional centre sentence should be completed in minimum-security with increased levels of trust replacing the high level of institutional control found in closed-security correctional centres.

There is a considerable body of evidence to show that the first three to six months are the most critical for re-offending. Good assistance with preparation for release can significantly reduce re-offending.

In the last few months prior to release, every inmate should have access to basic welfare, such as assistance with accommodation, employment and social security benefits.

125 While all inmates should be held in custody at the least restrictive level consistent with protecting the safety of the community, those who are in the last few months of their sentence prior to release should be placed in minimum-security and preferably in pre-release centres or transitional facilities.

125.1 A range of fit-for-purpose pre-release and/or transitional facilities should be available in each region so that inmates' release may be made close to their home area.

125.2 Equitable provision for male and female inmates should be made with pre-release centres and/or transitional facilities.

125.3 The regimes at pre-release centres should be focused on inmates developing skills and knowledge, support structures and linkages appropriate to their safe return to the community.

Supporting Documentation

EPR 107.2, 107.3
R-SGCA 3.15

126 Inmates should be able to access programs and services that will assist a successful transition from custody to community.

126.1 Programs and services that will assist inmates upon release should be included in case plans.

126.2 Where appropriate, pre-release programs should include work release, day leave, weekend leave, education and family leave so that inmates are gradually reintroduced to community life.

126.3 Pre-release programs and services should address practical matters such as housing, employment and community support.

126.4 Pre-release and release arrangements, programs and services should be coordinated with community corrections and community-based support agencies, where appropriate.

126.5 Community support agencies/staff should have access to inmates during their sentences in order to build relationships and ensure optimal preparation for release.

126.6 Inmates should be provided with suitable clothes for their release or be able to have clothes cleaned that have been stored at the correctional centre for a long time.

126.7 Correctional centres should ensure that inmates have sufficient funds, housing and social support to sustain themselves in the immediate period following release.

126.8 The correctional centre must ensure inmates are provided with all appropriate documentation, including referrals, for their release.

Supporting Documentation

R-SGCA 3.6, 3.15 -19
SMR 60(2), 64, 80, 81
EPR 6, 7, 33.7, 33.8, 103.6, 107.4, 107.5

127 Correctional centres must ensure the transportation of inmates back to their home upon release.

127.1 Releasing correctional centres must ensure that prior to release, inmates have the means to safely reach their home. This may mean checking that arrangements for friends or family to collect an inmate are viable or providing a ticket for public transport, ensuring that arrangements are in place where connections or overnight stays are involved.

127.2 Inmates whose only transport back to their home is an infrequent or weekly service should be given favourable consideration for a release synchronised with the service departure, even if this means releasing the inmate earlier than would otherwise be the case.

127.3 For foreign national inmates facing deportation or removal, this obligation is passed to the Commonwealth Government.

Supporting Documentation

EPR 33.3
R-SGCA 3.18

Employment

For most inmates, work provides a way out of the mindless tedium of idleness, a constructive use of their time, an opportunity to learn new skills, and a way of earning a small gratuity. For the correctional centre system, such work enables inmates to offset the cost of keeping them in custody by undertaking work that otherwise would need to be undertaken through contract or paid employment. For the community, it provides a mechanism through which inmates may make some reparation for the harm they have done.

Consequently, it is important that correctional centres provide appropriate work opportunities for inmates. However, inmates have a right to safe and healthy working conditions that must comply with relevant legislation, such as the *Work Health and Safety Act 2011.* Inmate work should never be afflictive or degrading nor expose the inmate to ridicule.

128 Inmates should have access to a range of productive employment opportunities.

128.1 All sentenced inmates should be required to work or undertake education or training, subject to their physical and mental capacity.

128.2 The correctional centre should have sufficient employment opportunities to employ all inmates.

128.3 Inmate employment should be constructive and beneficial and not be afflictive.

128.4 Inmates should be informed of the full range of employment opportunities available.

128.5 Inmates should have equal opportunity to apply for all work.

128.6 The mix of inmates undertaking work outside the correctional centre or other desirable work in the correctional centre should reflect the inmate mix. That is, all groups should participate equitably in the most advantageous and better paid work.

128.7 Employment opportunities should be free of gender or racial stereo-typing.

128.8 Employment opportunities should reflect the needs of the population, wherever possible.

Supporting Documentation

R-SGCA 2.64, 4.2, 4.12

129 The working day for inmates should be constructive and must be of a reasonable length.

129.1 Full-time work should comprise at least six hours of work a day for five days a week.

129.2 Correctional centre work must not be exploitative.

Supporting Documentation

R-SGCA 4.2, 4.4, 4.12
SMR 71(1, 2, 3), 75
EPR 26.1, 26.2, 26.4, 26.15, 26.16

130 Occupational health and safety standards must be enforced in all correctional centre employment.

130.1 All inmates and staff should undergo workplace health and safety training prior to, or early in, their employment.

130.2 Provision should be made to indemnify inmates against industrial injury and disease.

130.3 The inmate work force should be provided with a 'Code of Conduct' that prescribes a set of guiding principles and duty of care obligations which assist them in determining acceptable workplace conduct.

130.4 Industry within correctional centres should be consistent with the National Code of Practice in Correctional Centre Industries and National Competition Policy.

Supporting Documentation
R-SGCA 4.5, 4.6, 4.9
SMR 74
EPR 26.13, 26.14

131 Employment in correctional centres should provide opportunities to increase an inmate's employability upon release.

130.1 Correctional centres should provide opportunities for inmates to be employed:

- in the day-to-day operations of the correctional centre;
- to acquire skills that will be useful upon release; and
- to acquire skills that are in demand in the employment market.

130.2 Correctional centre employment should offer an opportunity to achieve national competency accreditation, wherever possible.

130.3 Opportunities should be provided to Aboriginal inmates who intend to return to more remote communities to acquire skills likely to be of use to that inmate in that remote setting.

130.4 Provision should be made for inmates to be released from work to attend approved programs and education.

Supporting Documentation
R-SGCA 4.10, 4.11, 4.13
SMR 71(4, 5), 26.3, 26.5

132 Inmates should be remunerated for their work according to a preset scale that recognises different levels of skill and effort.

132.1 There should be an equal opportunity for every inmate to acquire the skills necessary to be promoted to a higher level.

132.2 Special protection should be accorded to mothers for a reasonable period before and after childbirth. During such periods, working mothers should be accorded paid leave or leave with adequate benefits.

Supporting Documentation
R-SGCA 4.2, 4.12
SMR 76(1), 26.10

133 Wherever possible, inmate work should be made available to offset the costs of imprisonment to the community.

133.1 Wherever possible, inmates should be employed to undertake the cooking, cleaning, gardening and routine maintenance of the correctional centre.

133.2 Part of any revenue generated from correctional centre industries should be channelled back into correctional centre infrastructure and programs for inmates.

Supporting Documentation
R-SGCA 4.7, 4.8

134 Wherever possible, inmates should be employed in work that provides specific benefit to the community.

134.1 Wherever possible, inmates should participate in community work outside the correctional centre where this does not pose a risk to community safety.

134.2 The management and supervision of community work should be commensurate with the complexity of the tasks to be undertaken and the number of inmates requiring supervision.

134.3 Inmates involved in work in the community should not be required to wear demeaning clothing.

Supporting Documentation
R-SGCA 4.14, 4.15

Correctional services and people

The complexities of modern penal practice require a multidisciplinary workforce that is appropriately trained, accredited, led and supported for the complex array of tasks to be performed.

135 The number and mix of staff should adequately meet the needs of the correctional centre and the correctional centre population.

135.1 A staffing analysis should be conducted periodically to determine staffing needs.

135.2 The composition of the workforce should provide a gender mix that reflects the correctional centre population, where practicable.

135.3 The composition of the workforce should provide an ethnicity mix that reflects the correctional centre population, where practicable.

135.4 The staffing profile must ensure correctional centre operations are not reliant on overtime and call-backs.

135.5 The staffing profile should be sufficient to ensure inmate out of cell hours are adequate to encourage social interaction and facilitate program participation.

Supporting Documentation
EPR 25(2)
RCIADIC 178
R-SGCA 5.4

136 Staff must be adequately trained to ensure the highest standards of professional competence, integrity and honesty in the performance of their assigned duties.

136.1 There should be prerequisite entry level training for new staff.

136.2 Correctional centre officer training should fully reflect the standards set out in the nationally approved correctional services training package.

136.3 All staff should have access to initial and on-going training related to their position descriptions and the functions they are required to perform.

136.4 Training should be documented to record competency.

136.5 Staff training should emphasise the fair and respectful treatment of inmates, human rights of inmates and staff and the meaning and application of the duty of care.

136.6 Staff who are engaged to provide services within a recognised profession should possess a relevant qualification from a recognised tertiary institution, together with, where necessary, membership or registration with a relevant professional body, association or board.

136.7 The correctional centre workforce should be familiar with the Australian Guidelines for the Prevention and Control of Infection in Healthcare, and have access to infectious diseases emergency materials.

136.8 Staff should undergo workplace health and safety training.

Supporting Documentation
SMR 47(3)
RCIADIC 177
BR 29-35
R-SGCA 5.3, 5.20

137 Each correctional centre should have an effective Performance Management system.

137.1 All staff positions should have an accurate and current position description.

137.2 The duties assigned to staff should be consistent with their position descriptions and centre procedures.

137.3 A system-wide Performance Management System should be in place to support professionalism, career development, job satisfaction and institutional effectiveness.

138 Custodial services should ensure that all staff working in a custodial environment should have access to an appropriate range of supports.

138.1 Staff should be supported by effective leadership and supervision.

138.2 Correctional centre design should provide facilities for staff which reflect respect for them for the tasks they perform.

138.3 Policies and procedures affecting staff should encourage the achievement of a work/life balance.

138.4 Staff must be provided with current and internally consistent policies, procedures and position descriptions which clearly detail their duties and accountabilities.

138.5 Staff should be informed of workplace developments through meetings, notices and briefings.

138.6 Staff should have access to the resources necessary to perform the tasks required of them.

138.7 Staff should be advised of the full range of available training, counselling, mentoring, and other supports available.

138.8 The health status of staff should be monitored by management collecting, reviewing and acting on data on overtime, sick leave and staff turnover.

138.9 Following critical incidents, all affected staff should be offered a range of opportunities for debriefing and assistance as is appropriate to the circumstances.

Supporting Documentation
WHO 2007
R-SGCA 5.1, 5.6

139 The workforce should be appropriately authorised and receive security clearance for the tasks they are required to perform.

Supporting Documentation
R-SGCA 5.3

140 CSNSW should provide all employees with the opportunity to express and resolve work related grievances in a timely manner and in accordance with the principles of natural justice.

140.1 CSNSW should take all reasonable steps to ensure that grievances are resolved promptly, fairly, sensitively and confidentially and that every attempt is made to resolve workplace grievances at the lowest level.

140.2 Employees should be informed of their rights and responsibilities in resolving grievances.

Supporting Documentation
R-SGCA 5.1 - 3, 5.6, 5.22
SMR 46, 47
EPR 8, 72.4, 76, 77, 81.1, 81.2, 81.4, 82, 85, 89.1

Correctional centre policy, planning and management

Each correctional centre has a role in the whole correctional system to address specific regional needs or to provide a specialised function for a subset of the inmate population. The challenge for each correctional centre management team is to ensure that they understand the correctional centre's role and the target population well enough to ensure that regimes are appropriately calibrated and directed to achieve the outcomes sought for that population. This also requires the agency head office to ensure that its capital planning results in congruence between the security classification of the facilities it constructs and that of the inmate population they will accommodate.

Correctional centre Strategic and Business Plans, and reporting against these, should convey information about the nature and outcomes of the custodial experience for both staff and inmates.

141 Each correctional centre should be integrated into a wider corporate learning environment to ensure lessons learned from and recommendations of inquiries, investigations and reports are, where appropriate, integrated into correctional practice.

Supporting Documentation
R-SGCA 5.25

142 Each correctional centre should have a Strategic Plan that defines the purpose, vision, values and goals of the correctional centre.

Supporting Documentation
R-SGCA 5.21

143 Each correctional centre should have a Business Plan that details the following 12 months objectives, service delivery resourcing to meet those objectives and the performance measures and reporting arrangements of the correctional centre.

143.1 Business Plans should give effect to correctional centres' Strategic Plans.

143.2 Business Plans must reflect a detailed assessment of risk, its mitigation and management.

143.3 Business Plans should promote accountability for outcomes.

143.4 Business Plans should incorporate an analysis of the inmate population that includes the needs of significant inmate cohort groups. Given that the inmate population changes over time, the analysis should be updated on a regular basis.

143.5 Staff should be involved in the development and implementation of Business Plans.

143.6 Business Plans should aim for flexibility so that they can provide correctional services across the diversity of the correctional centre's population.

143.7 Actual performance against Business Plans should be regularly evaluated to facilitate updating as necessary.

143.8 Business Plans and performance details should be readily available to all staff.

143.9 The Business Plan performance measures should measure what counts, rather than what is easy to measure.

Supporting Documentation
R-SGCA 5.25

144 Each correctional centre should provide a regime that is specifically geared to the needs and risks of the significant inmate groups held at the correctional centre.

144.1 Based upon each correctional centre's inmate profile, a structured regime should make equitable provision for the significant groups of inmates held at the correctional centre. These may include male or female inmates (including some female inmates with babies), Aboriginal and non-Aboriginal inmates, remand and sentenced inmates, disabled and mentally impaired inmates, foreign national inmates, older and younger inmates, as well as protection inmates.

144.2 Based upon each correctional centre's inmate profile, the structured regime should address inmates' risks and needs.

144.3 Each correctional centre's regime should be regularly reviewed for its ability to meet the risks and needs of its inmate population, and to respond to trends that emerge in the inmate profile.

144.4 The correctional centre regime should not aggravate the suffering inherent in imprisonment.

144.5 Correctional centre regimes should approximate as closely as possible the positive aspects of life in the community.

144.6 As far as possible, individual correctional centres or separate sections of a correctional centre should be used to facilitate the management of different regimes for specific categories of inmates.

144.7 Correctional centre regimes should provide at least 10 hours a day outside cells for an adequate level of inmate human and social interaction and for program participation.

145 Each correctional centre should have a Financial Plan.

145.1 Each correctional centre should develop and document a budget, together with financial management delegations and processes, in order to deploy financial resources and equipment to support the Business Plan.

Supporting Documentation
SMR 60(1), 68, 72(1)
EPR 3, 5, 25.1, 25.2, 25.3, 102.1, 102.2, 103.5, 104.1 CE R(97) 12.36, 12.37, 12.38, 12.34, 12.35

The correctional centre and community relations

Australian communities are subjected to considerable misinformation and disinformation in relation to penal policy and practice. The media tends to focus on the sensational and the salacious which corrections sector, unfortunately, is periodically able to supply.

There are sound reasons why the community needs to be closely engaged with its correctional centres and populations, especially since the majority of the latter will be someone's neighbour, someday.

First, the inmate population is a fundamentally unwell one, with high demands for services which are beyond the ability of correctional centres, on their own, to meet in full. Consequently, community service providers (not-for-profit organisations, individuals and other representative groups and community-based service providers) should be encouraged to become directly involved in the delivery of services and to visit correctional centres.

Second, the treatment of inmates should emphasize, not their exclusion from the community, but their continuing part in it. Community-based service providers should therefore be enlisted, wherever possible, to assist staff in the task of social rehabilitation of inmates and particularly in their preparation for release and subsequent reintegration.

Third, correctional centres should actively cultivate a range of outreach services and connections, to provide opportunities for inmates to contribute to the well-being of the local community and the environment and make some reparation for the harm done by their offending.

Fourth, community connection to and engagement with correctional centres will ensure greater understanding of and support for the work of correctional centre staff. This can assist in responding to inaccurate reporting and to allay community concerns.

Finally, community confidence in penal practice will be encouraged through the transparency and openness of correctional centres to the communities in which they are located.

146 A wide range of community-based service providers should be regularly involved in the operations of correctional centres.

146.1 The encouragement and coordination of on-going engagement with appropriate community-based service providers is the responsibility of the correctional centre General Managers who should ensure that it is appropriately facilitated and managed.

146.2 Correctional centre General Managers should particularly encourage community-based service providers who can contribute to inmates' spiritual and cultural guidance, post-release connections for employment, housing and domestic, financial and life skills development.

146.3 There should be a dedicated contact point within the correctional centre where providers can book and be assured of the availability of the inmate/s wishing to access their service, an escort and a safe and suitable meeting place. This contact point should also be responsible for advising providers in the event there are changes to any aspect of the confirmed booking.

146.4 The correctional centre should continuously assess the changing sub-group needs among inmates and ensure that minorities receive as much community assistance and contact as is practicable and appropriate.

146.5 The correctional centre should maintain up to date records on all community-based-service providers, including contact details and a description of their potential contribution to positive inmate development.

146.6 Identifying diverse reparation options should be an on-going objective, presenting inmates with the opportunity to contribute to the welfare of the local community. Evaluation of these activities, acknowledgement of participating inmates and feedback to the community should be on-going.

Supporting Documentation
EPR 90.2

147 Community-based service providers should undergo an appropriate induction process.

147.1 The correctional centre should conduct appropriate checks and clearances for such providers.

147.2 The correctional centre should regularly evaluate the material presented and the results of programs and assistance offered by community-based service providers, using the views of inmate participants in their reviews.

147.3 The correctional centre has a responsibility to ensure that no inmate or group of inmates is prevented from accessing a service because of family, cultural or religious tensions that exist between the inmate/s and the community-based service provider. Further, the correctional centre should ensure it is aware of any family, tribal, gender or cultural barriers that would affect inmates' access to community-based services.

Supporting Documentation
R-SGCA 5.14

148 The community should be invited to know more about and have input into correctional centres, staff and their work, and in so doing, have a better understanding of the justice system.

148.1 A broadly representative Community Consultation Committee should be formed for each correctional centre. Such a committee should meet regularly with the correctional centre management and contribute to the correctional centre's operations and its public standing, thus enhancing the centre's transparency and accountability.

148.2 The correctional centre should establish a positive relationship with other representative or advocacy bodies and communities relevant to the correctional centre population, to achieve better outcomes for these inmates.

148.3 Aboriginal cultural issues should be addressed by correctional centre management engaging with members of Aboriginal communities and representative bodies.

148.4 Minutes should be kept of such meetings and Consultation Committee members should be provided with information concerning the progress of initiatives being undertaken.

Supporting Documentation
RICIADIC 183
R-SGCA 5.12

Environmental sustainability

Sustainability is concerned with meeting the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity. In this standard only environmental sustainability is addressed.

It is increasingly important that correctional centres become more committed contributors to Government environmental sustainability objectives. There is also great potential for passing on good environmental sustainability practices to inmates.

149 Waste generation should be kept to a minimum and handled in a safe, legal and environmentally responsible manner.

149.1 Where possible, waste should be recycled and reused.

149.2 Biodegradable waste should be composted.

150 Water should be used efficiently and overall consumption minimised.

150.1 Correctional centres should implement strategies to reduce water consumption and costs.

150.2 There should be a waste water management plan.

151 Energy should be used efficiently and overall consumption minimised.

151.1 Correctional centres should implement strategies to reduce energy costs.

151.2 Renewable energy resources should be investigated and applied where practicable.

152 Correctional centre transport arrangements should be environmentally responsible.

152.1 Inmate transport should only occur when absolutely necessary.

152.2 Fuel consumption should be minimised and alternative 'green' fuels promoted.

152.3 The correctional centre transport vehicles should have low greenhouse gas emission ratings.

152.4 The correctional centre transport fleet should be subject to regular environmental and efficiency assessments.

153 Procurement by each correctional centre should be in line with environmental management objectives.

153.1 Where possible, goods purchased by the correctional centre should be recycled.

153.2 Equipment purchased by the correctional centre should be energy efficient.

153.3 Correctional centres should increase electronic procurement.

154 All new buildings should be designed giving consideration to environmental factors, the long term impact on stakeholders, and the lifetime costs of maintaining and servicing the building.

154.1 New buildings should be designed to minimise energy and water consumption.

155 Correctional centres should ensure responsible and sensitive land management.

155.1 Correctional centre gardens that are used to grow produce for consumption or for landscaping effect should employ 'water wise' practices.

156 Correctional centres should develop staff and inmate knowledge of sustainable practices through education, training and actual practice.

155.1 Correctional centres should invite inmate participation in the development of environmentally sustainable practices and in environmentally sustainable employment.

155.2 Correctional centres should develop environmental sustainability indicators to measure and demonstrate sustainability.

Records management

It is essential that correctional centres establish comprehensive, accurate and confidential records regarding all aspects of correctional centre and inmate management. However, inmate management is primarily a people management business and consequently correctional centre staff must not become desk bound as a result of onerous and unproductive reporting requirements. Correctional centre staff must allocate adequate time to engaging with and assessing inmates through regular and frequent interaction which where appropriate, should be documented.

157 Correctional centre management must establish processes to ensure the comprehensive and accurate management of records.

157.1 Official records should be comprehensively and accurately maintained and securely administered and archived.

157.2 An official record should be maintained concerning each inmate under the jurisdiction of CSNSW.

157.3 Records of inmates under the custody or supervision of a contracted service provider remain the property of CSNSW.

157.4 Inmate records should be maintained in a secure location.

157.5 CSNSW should develop agreements with other relevant agencies concerning the exchange of offending history and other information relevant to the management of inmates under its custody or supervision.

157.6 All documentation should be completed accurately and passed to the correct authority such as the State Parole Authority, within agreed timescales.

Supporting Documentation
R-SGCA 1.19, 5.15 -19
SMR 7(1), 66