



Inspection Standards

For adult custodial services in Tasmania

February
2018

Contents

Custody	I
Reception and admission	I
Remand prisoners	5
Prisoner classification	9
Sentence administration and release arrangements	13
Induction	15
Infrastructure	16
Dynamic security	24
Procedural security	27
Segregation, protective custody, and separation prisoners	32
Special high-security management regimes	34
Complaints and grievances	37
Legal resources	39
Discipline offences and punishment	40
Use of force, weapons and restraints	42
Emergency management	46
Transport of Prisoners	48
Care and wellbeing	53
Treatment of prisoners	53
Women prisoners with infants and children	55
Clothing and bedding	56
Hygiene and environmental health	58
Physical health care	59
Mental health care	69
Food and nutrition	72
Management and treatment of substance abuse	75
Religious and spiritual needs	79
Recreation	81
Gratuities and money management	83
Prisoner purchases	85
Property	86

External contacts and communications _____	87
Rehabilitation & reparation _____	94
Individual Case Management _____	94
Offender programs _____	96
Education _____	98
Preparation for release _____	104
Employment _____	107
Resources and systems _____	111
Correctional services and people _____	111
Prison management, policy, and planning _____	115
The prison and community relations _____	118
Records management _____	121
Environmental sustainability _____	122
Index _____	124

Note: For the purposes of these inspection standards, a reference to the term ‘prisoner’ includes persons that are remanded and detained in custody.

Foreword

The *Custodial Inspector Act 2016* commenced on 16 November 2016 and established the Custodial Inspector in Tasmania.

History

The Western Australia (WA) Office of the Inspector of Custodial Services (OICS) was for many years the only independent inspector's office in Australia. This changed with the establishment of an independent Custodial Inspector in New South Wales (NSW) in 2013, and the creation of the Custodial Inspector's office in Tasmania in 2016.

The publication of the first WA Code of Inspection Standards in 2007 represented an important contribution to the consistency and transparency of prison inspections in Australia. In 2013, the NSW Inspector released the Inspection Standards for adult custodial services in NSW. Both sets of standards drew on a wide range of international and domestic treaties, covenants, instruments, standards and research. The NSW Inspection Standards were also informed by the (then) newly revised Standard Guidelines for Corrections in Australia 2012.

The Tasmanian Inspection Standards draw significantly on the NSW standards, and were developed with the assistance of the WA OICS.

Prisoners' rights

The observance of human rights is integral to good prison management and the most effective and safest way of managing prisons. A prisoner's fundamental human rights are not forfeited because of their imprisonment and are limited only in so far as is necessitated by the fact of imprisonment. The punishment inherent in imprisonment is the loss of freedom itself and no more. Consequently, prisoners must always be treated with humanity and with respect for the inherent dignity of the human person.

Standard guidelines for corrections in Australia

In 2012, 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...".¹

The Standard Guidelines were developed in accordance with nine principles that (in summary) relate to prisoners being:

- treated with respect;

¹ As stated in the preface to that document.

- 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.

Each prisoner must be managed at the least level of security necessary to ensure safety. The longer term protection of society requires that prisoners 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. Prisoners 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 prisoners are managed. 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. 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 prisoners. 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. As Standards Australia states: *‘Standards specify requirements to achieve minimum objectives of safety, quality or performance of a product or service’*. It is hoped that these Inspection Standards will achieve this stated aim.

Richard Connock

Custodial Inspector

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Abbreviations

ALIA 2015	Australian Library and Information Association Minimum Standard Guidelines for Library Services to Prisoners 2015
AMA 2012	Australian Medical Association Position Statement on Health and the Criminal Justice System 2012
AMA 2013	Australian Medical Association Medical Ethics in Custodial Settings 2013
AS 3745	Australian Standard: Planning for emergencies in facilities
BR	United Nations Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders (the Bangkok Rules) 2010
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women 1979
CPT	Committee for the Prevention of Torture – Living space per prisoner in prison establishments: CPT standards
CRC	Convention on the Rights of the Child 1989
EPR	European Prison Rules 2006
HMIoP	Her Majesty's Inspector of Prisons, Adult Expectations 2012
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
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination 1969
ICPS	International Centre for Prison Studies, Andrew Coyle's 'A Human Rights Approach to Prison Management', Second Edition 2009
R-SGCA	Revised Standard Guidelines for Corrections in Australia 2012 (2.4 adopts SGPFANZ)
RCIADIC	Royal Commission Into Aboriginal Deaths in Custody 1991
SGPFANZ	Standard Guidelines for Prison Facilities in Australia and New Zealand May 1990
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 2007 World Health Organisation A WHO Guide to the Essentials in Prison Health 2007
- WHO 1986 World Health Organisation The Ottawa Charter for Health Promotion 1986

Custody

Reception and admission

The reception and admission process should provide an orderly and safe transition to prison custody for new or transferred prisoners.

I The admission and reception of any prisoner 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 prisoner.

- I.1 Each prison that receives and admits a prisoner should have access to all relevant risk, assessment, and management information on that person, to ensure that staff can make informed and appropriate arrangements for the management of the prisoner.
- I.2 Prisons are to ensure that all information relating to an individual prisoner is treated with strict regard to proper confidentiality.
- I.3 A process should be initiated for checking to see if there are any outstanding fines.

Supporting Documentation

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

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

- 2.1 The reception and admission process should not be degrading to prisoners who should be treated with decency and respect.
- 2.2 Each prisoner'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 prisoner's experience of being received into a prison 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 prisoners 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 prisoners must be ascertained and appropriately safeguarded. This is particularly important for the first days in prison but should also involve an assessment of the longer-term safety and wellbeing through subsequent classification review.
- 2.6 The formal reception process must provide timely key information to prisoners that enables them to understand the immediate rights and obligations under legislation and prison rules.
- 2.7 If a prisoner is illiterate, information should be conveyed orally. If a prisoner does not speak English, an interpreter should be used.
- 2.8 Prisoners should be advised about when they will receive an orientation to the prison.
- 2.9 Prisoners should receive a structured and comprehensive induction to the prison and its services.
- 2.10 Newly admitted prisoners, especially young prisoners (other than prisoners transferred into minimum-security from another prison) should be accommodated separately from the general population during the admission and orientation process.

Supporting Documentation

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

3 All prisoners should undergo an initial health and psychological assessment in order to identify 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 should be undertaken by an appropriately qualified health professional.
- 3.2 Prisoners should be treated with respect and their privacy safeguarded during the health assessment process.
- 3.3 All prisoners with any indication of possible identified mental illness should be referred to a mental health professional for assessment, referral, and recommendations for suitable placement.
- 3.4 Where the health professional conducting the assessment forms an opinion that the prisoner's life or well-being are at risk, that opinion must be communicated to the appropriate staff as soon as possible. Prisoners identified as at risk of self-harm or suicide on reception are to be housed in a safe environment and reviewed daily or as determined necessary following clinical assessment. Prisoners should be treated with respect and their privacy safeguarded during the health assessment process. Prisoners have a responsibility to disclose known health issues.
- 3.5 For prisoners who speak poor English an interpreter should be used to ensure a full understanding and exchange of information by both the prisoner and the health professional.
- 3.6 Prisoners should be made aware of any illness or medical condition detected during the screening process and/or any pre-existing medical condition.
- 3.7 If health screening is not possible immediately, then appropriate management action must be taken to ensure the safety of the prisoner until the prisoner's health status/vulnerability is known.
- 3.8 The prisoner should be given information on how to make an appointment for medical treatment or assessment/diagnosis in the future.

Supporting Documentation

R-SGCA 1.3
EPR 16(a)
BR 6

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

- 4.1 All prisoners should be offered the opportunity to inform their families of their imprisonment as soon as practicable after their admission to a prison.
- 4.2 For prisoners from remote communities special regard should be given to any difficulty contacting family.
- 4.3 For prisoners who do not normally reside in Australia, a third party, such as a consular authority may be used to inform their family.
- 4.4 Prisoners should be provided with appropriate 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 prisoners

“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 unconvicted prisoners should reflect the fact that they have been charged, but not convicted of a criminal offence.

- 5.1 Remand or unconvicted prisoners are, as far as possible, to be kept separate from those who have been convicted.
- 5.2 Remand prisoners 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 prisoners 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 prisoners should be held in readiness for their next court appearance and assisted to prepare for that appearance.

- 6.1 Remand prisoners (and prisoners who have appealed) must be given adequate access to facilities for the preparation of a defence, and be assisted to communicate with a legal counsel of their own choosing.
- 6.2 Remand prisoners and their legal representatives should be able to have unmonitored telephone conversations and meetings beyond the hearing of staff, as frequently as necessary.
- 6.3 Prisoners should be able to access current legal library resources.
- 6.4 Remand prisoners 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 prisoners attending court are provided with meals at normal times, or if this is not possible a meal before they attend court, and on their return at the end of the day.
- 6.6 Prisons 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 prisoners 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 prisoners are not held in prison unless it is absolutely necessary.
- 7.2 Any prisoner that is released to bail from court should have their identification, cash and property returned immediately. Prisoners should never be placed 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 Recs 89-91

8 Prisoners 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 prisoners should be permitted to receive a minimum of one visit per day and as many further visits as may be practicable.
- 8.2 Remand prisoners should be given opportunities to resolve any urgent outstanding matters arising from their transition to prison such as: advising family, making arrangements for dependents, pets or urgent property matters.
- 8.3 Remand prisoners should be immediately asked if this is their first time in custody and 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 prisoners' safety and wellbeing.

Supporting Documentation

R-SGCA 1.16
SMR 92
EPR 99

9 The management and treatment of remand prisoners should acknowledge and minimise the particular stresses and uncertainties that confront remand prisoners, 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 prisoners may become anxious or angry, which may affect their behaviour.

- 9.1 Remand prisoners should be managed as a separate group from sentenced prisoners, unless they indicate in writing that they have no objection to being accommodated with sentenced prisoners. They should have as little contact with sentenced prisoners as possible.
- 9.2 Where sentenced prisoners are placed among remand prisoners (for example to undertake certain skilled work) they must be regularly assessed to ensure that bullying is not occurring.
- 9.3 Remand prisoners' conditions of imprisonment should not be less than is provided for sentenced prisoners. 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 prisoners should have security assessments completed wherever practicable, in order to facilitate their management at the lowest level of security consistent with the protection of staff and the community, and the requirements of justice.
- 9.5 Remand prisoners should be offered opportunities for addressing drug and alcohol issues and, where appropriate, cognitive skills development programs.
- 9.6 Remand prisoners should be case managed and the conditions of their continued custody the subject of regular review.

Supporting Documentation

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

Prisoner classification

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

As a general principle, prisoners 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 prison regime, prisoners should be assigned to prisons as close as possible to their family, significant others, or community of interest.

10 The prison's system must have in place an accurate and transparent classification system that enables prisoners to be individually assessed and placed into the lowest security classification level commensurate with safety.

- 10.1 Prisoners should be managed within a system that provides for graduated levels of restriction and security according to the risks posed by the prisoner and, as far as practicable, the location of the community of interest of the prisoner.
- 10.2 The security classification system for prisoners 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 Prisoners 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 prisoners.
- 10.5 The classification system should take account of the generally lower risks posed by women.
- 10.6 The classification system should take account of past behaviour (both good and bad) and provide for a graduated scale of restrictions or rewards. Restrictions and negative changes to classification should take into account the circumstances and seriousness of the breach.

- 10.7 A prisoner's classification should be reviewed as part of a wider case management review at least every six months or annually. However, for longer-term prisoners at the beginning of their sentence this period may be extended to 12 months. Prisoners should have input into such reviews.
- 10.8 Young, first time offending, short-term prisoners should be accommodated separately from “mainstream” prisoners to avoid criminalisation.
- 10.9 Unless there are specific unacceptable risks, each prisoner should be classified minimum-security and placed at a minimum-security prison, work camp 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 prisoners must only be undertaken strictly in accordance with legislative provisions.

- 11.1 Segregation and protective custody directions must be writing.
- 11.2 Prisoners segregated or subjected to a protective custody direction are to be informed both verbally and in writing of the reason for their segregation. As soon as practicable after the directions are given, the prisoner must be advised of their rights to a review of the direction.
- 11.3 Segregation and protected custody may only be used as an interim measure and should never be used for an extended period or as a punishment.
- 11.4 Prisoners should be given reasons for any classification decision.
- 11.5 Prisoners in segregated or protective custody should never be denied access to medical attention or any existing schedule of medication.
- 11.6 Classification and placement regimes should not impede prisoner access to legal representatives.
- 11.7 Prisoners in administrative segregation should be visited daily by a member of the prison management team.

Supporting Documentation

R-SGCA 1.81-85
SMR 9
EPR 18.5, 18.6, 18.7

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

- 12.1 Multiple occupancy accommodation should only be provided for prisoners with appropriate risk and need profiles and who have agreed to such placements. [Also see standard 19.7].

Supporting Documentation

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

13 Prisoners should be held at a prison as close as possible to their family and their community of interest.

- 13.1 There should be sufficient prison infrastructure in each region to accommodate the prisoners of the region, providing for different levels of security in proportion to the risk profile of the regional prisoner population.
- 13.2 Prison infrastructure should meet state-wide requirements for specialist custodial purposes such as for specialist forensic mental health services.
- 13.3 If prisoners are placed at prisons outside their home region it should be for the minimum time necessary.
- 13.4 Foreign national prisoners should be placed at prisons that best provide the non-standard services necessary for their humane treatment, for example translators, or access to relevant consular services.
- 13.5 The management and placement of female prisoners 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 Rec 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'. (International Covenant on Civil and Political Rights, Article 9).

Prisons are responsible for ensuring that all persons received into prison are done so in accordance with a legally valid order, and that prisoners are not held beyond their legal release date.

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

14 Prisons must ensure that prison sentences are fully enforced and that prisoners are released at the earliest time, consistent with the law.

- 14.1 Prisons must have effective processes to ensure there is a legal order for each prisoner that is admitted to the prison and that the prisoner is released on the correct day.
- 14.2 Prisoners must never be held beyond the date of their release. The only exception to this is where a prisoner has requested in writing to remain in the prison overnight to make travel arrangements.
- 14.3 When prisoners are released, prisons are to provide a safe and effective means of getting home. For foreign national prisoners facing deportation or removal, this obligation is passed to the Commonwealth Government.
- 14.4 In the case of prisoners (including Aboriginal and Torres Strait Islander prisoners) from remote communities that are not serviced by public transport, individualised arrangements must be made to ensure that the prisoner is not stranded without any means of getting home.
- 14.5 The release date, including any parole consideration date, for each prisoner must be accurately calculated and communicated to the prisoner. These dates should be confirmed to the prisoner at their regular case conference. Prisoners should be able to verify the accuracy of the sentence calculation.
- 14.6 Prisons should have in place procedures for prisoners 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 - 1.20
SMR 7(2)
EPR 14, 30.3, 33.1, 33.3

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

- 15.1 Prisoners should be advised/have confirmed the reason and length of their custody and when they will be informed regarding their next court appearance.

Supporting Documentation

EPR 30.3

Induction

Prisons are complex and may be bewildering when first encountered, so prisoners should be assisted to understand the prison layout and regime. Induction is a communication process: information is collected from the prisoner and imparted to them.

16 Prisons should conduct formal induction programs which provide all prisoners with an orientation to the prison, its operations and services to allow the prisoner to make informed choices within the discretion allowed to prisoners.

- 16.1 Induction processes should provide information in a manner that is readily understood by each prisoner. This may require using interpreters, oral, written and visual media, and a walk around the prison.
- 16.2 The induction process should commence within a day of the prisoner being admitted to the prison.
- 16.3 Induction should include details of the physical layout of the prison 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 prisoner families. It should also include information on how referral and requests for services and information occur in the prison.
- 16.4 Induction processes should include information on the right of prisoners to communicate confidentially with the Office of the Custodial Inspector, Official Visitors, the Ombudsman and the Health Complaints Commissioner.
- 16.5 Notices and schedules of events and activities should be prominently displayed in prisoner areas such as accommodation units, to provide updated orientation information.
- 16.6 Codes of conduct for prisoners should be explained and made clear during induction. [Also see standards 31.1-31.2].

Supporting Documentation

R-SGCA 1.6
SMR 35
EPR 30.1

Infrastructure

It is well documented that the prisoner 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 prisoners, 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 prisoners and staff. While personal safety and the maintenance of control are primary considerations in correctional centre design, poor correctional centre designs have served to reinforce the isolation, sensory deprivation, powerlessness and alienation of prisoners. 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.

17 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.

- 17.1 A range of effective security systems and procedures should be established to complement the perimeter barrier system.
- 17.2 Perimeter security arrangements must deter, detect and secure prisoners from escape as well as minimise the introduction of contraband.

Supporting Documentation

EPR 51.1

18 Minimum security-prisons, work camps 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 prisoner and outsider access.

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

Supporting Documentation

EPR 51.1

19 Internal buildings and static security measures should have regard for prisoner, staff and visitor safety while 'normalising' the prison environment, as far as practicable.

- 19.1 Reliance upon physical internal barriers should be minimised in favour of zoning by landscaping, building exteriors, and prescribing particular areas for certain groups of prisoners.
- 19.2 Officer posts must have mutually supporting sight lines and coverage of prisoner movement routes.
- 19.3 All internal unsupervised prisoner areas should be free of obvious ligature points.
- 19.4 Good lines of sight should be incorporated into all prison design while retaining a human scale to all areas. Surveillance cameras in maximum and medium-security prisons 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.
- 19.5 Cell doors should be fitted with an access hatch that allows communication, and even the control of a prisoner in certain defined circumstances, without opening the cell door.
- 19.6 Shared spaces should provide for levels of privacy, subject to safety.
- 19.7 Multiple occupancy accommodation should only be provided for prisoners with appropriate risk and need profiles and who have agreed to such placements. [Also see standard 12.1].

Supporting Documentation

R-SGCA 1.27, 1.49, EPR 52.3

20 Building design and layout should be appropriate to function and appropriate to the background and profile of the prisoners to be held there.

- 20.1 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 prisoners together.
- 20.2 Preference should be for semi-autonomous units of up to 100 prisoners, comprising small group living areas of around ten prisoners or less, as small communities are better able to promote cooperation and responsible choice by prisoners.
- 20.3 Living and accommodation units should be master planned to facilitate incentive management schemes appropriate to the prisoner profile, and include self-care living, where practicable.
- 20.4 There are no clear international standards on cell size. However, SGPFANZ sets 8.75m² as the minimum size for a single person cell including ablutions, and 12.75m² for a double cell.
- 20.5 Whether or not space is adequate depends on if it is being shared, how many hours a day prisoners are locked inside, whether they have in-cell access to shower and toilet, and ambient temperatures and airflow.
- 20.6 Cell design should be consistent with recognised fire and safety standards.
- 20.7 Cells must be free of ligature points (except those in minimum security buildings) and their design should provide for prisoner privacy, adequate fresh airflow, natural light, thermal comfort, and serviceable emergency communications.
- 20.8 Multiple occupancy cells should provide adequate unencumbered space and privacy when toilets or ablutions are used.
- 20.9 Common rooms should provide sufficient seating and writing surfaces. They should include adequate facilities, for example telephone, to ensure these do not become objects of competition for access or control.

Supporting Documentation

R-SGCA 2.3, 2.4
 SGPFANZ pg. 31
 EPR 18.6
 CPT

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

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

- 21.1 Where the number of prisoners sharing a cell or accommodation unit exceeds the design capacity, prison management must give consideration to reducing the number of hours locked in cells, enhancing the availability of activities, or implement other compensatory means to mitigate the reduced amenity.
- 21.2 Overcrowding should not disrupt prisoners' access to the prison's regime or services.
- 21.3 Where the number of prisoners exceeds the design capacity of the prison, the superintendent should receive regular reports on the 'temperature' and performance of the prison, and other necessary information regarding the crowding's effect on access to services (including catering), programs, education, employment and recreation.
- 21.4 More staff should be employed if necessary to ensure the regime and services are not disrupted or diluted.

Supporting Documentation

EPR 18.4
CPT

22 Prisons should establish a maximum population cap to avoid excessive levels of crowding.

Overcrowding can have significant detrimental effects on the standard of living, regime and safety within a prison. An overcrowded prison 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.

- 22.1 The number of prisoners 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
CPT

23 Prisons 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 somewhat reflect the patterns of the outdoor climate. Such buildings have the added advantage that they use less energy and emit fewer greenhouse gases.

- 23.1 There should be an adequate ventilation system ensuring circulated fresh airflow to all occupied areas of the prison.
- 23.2 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 (which reflects winter and summer seasonal temperature variations) in consultation with prisoners and staff.
- 23.3 There should be design provision for some degree of prisoner control over their immediate cell environment.
- 23.4 Windows in all cells must permit sufficient natural light to facilitate prisoners reading and writing.

Supporting Documentation

SMR 11
R-SGCA 2.3
EPR 18.1, 18.2

24 Prison buildings and the layout of the prison should be culturally appropriate for the prisoner population.

- 24.1 Prison infrastructure should, when practicable, respond to all cultures that are represented in the prison population.

Supporting Documentation

UNDRIP 2007
RCIADIC Rec 173

25 The design of women's prisons should incorporate a women-centred approach to imprisonment.

- 25.1 The design of women-only prison facilities should be based upon wide consultation with female prisoners, community groups, and documented research.
- 25.2 The level of security should take into account the generally lower levels of risk posed by women prisoners, but their higher privacy and health care needs.
- 25.3 Women-only prisons must provide sufficient appropriate accommodation and facilities for the in-prison care of pregnant women, infants and children.
- 25.4 Feminine hygiene products should be readily available to women prisoners and never require a request to a male officer.

Supporting Documentation

BR

26 Where male and female prisoners are to be accommodated in the same prison (i.e. in mixed gender facilities), prison design should facilitate comprehensive regime participation for both male and female prisoners, while providing for appropriate levels of privacy through the use of separate living unit precincts.

- 26.1 Female prisoners must be able to avoid being exposed to constant view or being harassed by male prisoners.
- 26.2 Female prisoners should be held at the lowest level of security commensurate with individual risk, rather than placing all females together under one high-security regime.
- 26.3 Prisons that accommodate female prisoners as well as male prisoners must provide sufficient appropriate accommodation and facilities for the in-prison care of pregnant women, infants, and children.
- 26.4 Accommodation, facilities, programs and activities for female prisoners should not be of a lesser standard than that which is afforded to male prisoners.

Supporting Documentation

R-SGCA 1.43, 1.44

SMR 8(a)

EPR 18.9

27 Prison buildings and layout should facilitate the full involvement in prison regimes of geriatric and disabled prisoners (including those with physical, sensory, cognitive and psychiatric disabilities).

- 27.1 Access to all areas and services should be achievable for the disabled and geriatric.
- 27.2 Environmental design must take into consideration mental health problems and/or disabilities that may heighten sensitivity to, and the 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.
- 27.3 Prisoners with mobility impairment should be housed in physical access cells with access built to Australian Premises Standards.

Supporting Documentation

The Disability (Access to Premises-Buildings) Standards 2010

28 The design of special accommodation for prisoners 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/prisoner interaction and appropriate monitoring facilities.

- 28.1 Prisoners who are distressed and at risk of self-harm or suicide should not be placed in a punishment-type cell or a specialised maximum security unit that deprives the prisoner of reasonable amenities and interaction with others. Should this occur because no other alternative is available it must only be for the shortest possible time.
- 28.2 Such placements must be in accordance with approved procedures and each instance thoroughly documented.

Supporting Documentation

NSW Coroner S.A. Simpson 2006

29 Prison infrastructure should be built and maintained to recognised building standards.

- 29.1 All prison infrastructure should conform to the Building Code of Australia requirements.
- 29.2 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 good 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 prisoners 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 prisoners are actively engaged in the prison regime. Dynamic security acknowledges the primacy of staff awareness rather than just prisoner visibility.

30 Prisons regimes should be designed to facilitate extensive opportunities for communication between staff and prisoners.

- 30.1 Staff should be visible and approachable. Prisoners should not have to constantly negotiate physical barriers to speak to staff.
- 30.2 The impact of electronic doors on cells, units and buildings on staff-prisoner interaction should be considered in prison design.
- 30.3 It is a responsibility for correctional officers, and all prison staff, who interact directly with prisoners to extend their knowledge of prisoner activities and behaviours and to apply this knowledge professionally for the safety and security of the prison.
- 30.4 However, all prison staff must exercise great care to 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 prisoners to privacy and confidentiality.
- 30.5 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
ICPS pp. 59-60

31 Prisons should implement clearly defined prison rules and codes of conduct for staff, prisoners and all visitors.

- 31.1 The behaviour required of all staff, volunteers, prisoners, personal visitors and others who enter the prison should be made clear in written codes of conduct. For staff these should be acknowledged in writing and recorded. [Also see standard 16.6 for prisoner induction].
- 31.2 All rules should be prominently displayed in appropriate areas of the prison.

Supporting Documentation

R-SGCA 1.50
EPR 30.1

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

- 32.1 Prisoners 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.
- 32.2 All prisoners should have equal and sufficient opportunity to participate in the incentive scheme and achieve the highest level of privileges.
- 32.3 The incentive scheme must be consistent with any legislative provisions dealing with offences and punishment.

Supporting Documentation

R-SGCA 1.51
SMR 70

33 Each prison must implement an effective anti-bullying strategy.

- 33.1 Every prison must actively implement and promote a policy of intolerance of bullying, harassing or intimidating behaviour by either prisoners or staff.
- 33.2 Prisons should implement measures to prevent and effectively respond to any reports of bullying. Staff must be trained to detect, prevent and respond to bullying behaviour.
- 33.3 Perpetrators of bullying should be targeted and appropriately managed or disciplinary action taken.

Supporting Documentation

R-SGCA 1.28
ICERD 7

Procedural security

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

34 Effective systems should be implemented to control access to the prison, including the identification of persons entering the prison.

- 34.1 In all prisons there should be processes and procedures to control entry and exit, and manage movements.
- 34.2 Family visitors to prisons 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.
- 34.3 Processes should not interfere arbitrarily with family contact.

Supporting Documentation

R-SGCA 3.22, 3.25-28

35 There should be an effective system for counting prisoners, ensuring accountability for all prisoners including those working or engaged in education outside of the prison.

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

Supporting Documentation

R-SGCA 1.26

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

- 36.1 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 I.52

37 Prisons should have effective mechanisms in place to prevent and detect the supply of illicit drugs and other contraband.

- 37.1 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.
- 37.2 Strategies for the gathering of intelligence regarding the presence of illicit drugs or the misuse of prescription drugs should be implemented and subject to ongoing review.
- 37.3 Systems that are used to test prisoners for the presence of drugs and other illicit substances should be used strictly in ways that comply with legislation and Director's Standing Orders to ensure the integrity of the test procedure and results. Any testing should be carried out respectfully and be subject to oversight and record keeping.
- 37.4 There should be clearly defined penalties for drug use or for refusing to undertake a test.

Supporting Documentation

R-SGCA I.54

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

Prisons 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.

- 38.1 Prisons must have an effective 'incident' response plan and capability that can make the immediate situation safe and ensures that in the longer-term, staff and prisoners experiencing difficulties receive sufficient assistance and support.
- 38.2 All staff should be trained in incident response procedures and on the use of related equipment.
- 38.3 Each prison should have an emergency plan that includes evacuation in the event of fire or major emergency.
- 38.4 Each prison should have approved fire alarms and prevention systems.
- 38.5 Emergency equipment and systems should be easily accessible, tested regularly and replaced where necessary.
- 38.6 All necessary measures should be taken (including the removal of ligature points) to reduce and prevent accidents, self-harm or unnatural deaths.

[Also see standards 54 to 57 relating to use of force].

Supporting Documentation

R-SGCA 1.29, 1.31

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

- 39.1 All actions must comply with the requirements of the *Corrections Regulations 2008* and the *Coroners Act 1995*.

Supporting Documentation

R-SGCA 2.48-51

40 Search strategies should be developed that include both targeted and random searches.

- 40.1 Searching, screening, and testing of staff entering a prison should be based upon clear guidelines that are made known to staff in advance.
- 40.2 The searching of children visitors must be undertaken with particular sensitivity and should only occur where there is reasonable suspicion that contraband may be present.
- 40.3 Prison management must actively monitor the application of these search procedures.
- 40.4 A systematic approach should be implemented to the searching of cells or persons. These should be conducted by staff members of the same gender, wherever practicable. Strip searches should only ever be carried out by staff members of the same gender.
- 40.5 Health staff should never be used for security/custodial body searches as this will compromise the therapeutic relationship between prisoners and health staff.
- 40.6 Searches should be conducted with due respect for the individuals rights, dignity and comfort.
- 40.7 Individuals must be clearly informed about search procedures.
- 40.8 Effective signs and notices should be prominently displayed to advise people entering the prison of the various prohibitions and punishments.
- 40.9 Effective search procedures must be in place to check the entry and exit of vehicles and of materials (including tools).
- 40.10 Health staff should advise on an appropriate management regime of those prisoners suspected of internally secreting contraband.
- 40.11 Body cavity searches should never be undertaken by Prison or Health staff, nor for evidentiary purposes.

Supporting Documentation

R-SGCA 1.51
 EPR 54.1, 54.3, 54.4, 54.5, 54.9
 BR 19-21

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

- 41.1 Prison 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 a work health and safety (WHS) committee that includes adequate rostered time for assessments and other WHS activities
 - periodic reviews of security and safety.
- 41.2 Staff should be required to pass on to an identified intelligence coordinator, reports regarding telephone monitoring, any information that has been provided in-confidence, and analysis gained from dynamic interactions.
- 41.3 All prisons should have in place professional intelligence staff to collect and collate relevant intelligence in a timely manner.
- 41.4 Superintendents 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 prisoners.
- 41.5 Prisons must have in place adequate procedures to protect the community from unwanted communication or harassment from prisoners.

Supporting Documentation

R-SGCA 1.59

Segregation, protective custody, and separation prisoners

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

There is a risk that segregated or protective custody prisoners may be treated significantly less well than prisoners on a standard regime, and 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 prisoners in balance with other prisoners, along with vigilant staff employing effective dynamic security, can be effective in reducing the demand for protective custody.

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

42 The management of segregated and protection prisoners must ensure their immediate safety and should be directed in the longer-term to returning them safely back into a normal regime.

- 42.1 Prisoners must not be subjected to intimidation, abuse, or acts of malice by other prisoners. [Also see standard 110.3 for protection of protection prisoner visitors].
- 42.2 Segregated and protective custody prisoners should have equitable access to the full range of activities, education, employment, incentive schemes and visitor entitlements that are available to other prisoners. Such prisoners must have daily access to the open air and be able to exercise.
- 42.3 Segregated and protective custody prisoners should be reviewed daily to ensure health care needs are met in a timely manner.
- 42.4 Segregated and protective prisoners should have their status regularly reviewed with the intention of moving into a standard prison regime as soon as possible.
- 42.5 Segregated and protective prisoners must be made aware of the review process.

Supporting Documentation

AMA 2013 7.3

AMA 2015 7.2

R-SGCA 1.28, 1.82-85

RCIADIC Rec 181

Special high-security management regimes

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

However, there are some prisoners who may require more security and closer management than can be provided within normal maximum-security prison regimes. For such prisoners there should be special high-security management regimes available. Importantly, such high-security regimes should not be unnecessarily afflictive nor should they assault basic human dignity. To the maximum extent practicable, prisoners 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.

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

- 43.1 Strict placement criteria must be developed and applied to special high-security units that restrict placements to those prisoners assessed as presenting a clearly defined extreme danger.
- 43.2 The placement criteria, complaint and appeal mechanisms for placement in a special high security regime should be transparent to ensure procedural fairness and community confidence.
- 43.3 There should be policies and procedures, known to staff and prisoners, on the pathway out of a high security regime.
- 43.4 Accommodation in a special high security management facility must not be used as a management solution for the placement of prisoners with mental health problems.
- 43.5 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

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

- 44.1 Isolation, restrictive movement controls and sensory deprivation must not be used for extended periods beyond specific punishments.
- 44.2 Care must be taken with prisoners 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

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

- 45.1 Special high security regimes must have strict policies and procedures to ensure that prisoners are still treated with decency and respect.
- 45.2 Prisoners should be provided with opportunities for work and other constructive activities such as education and recreation.
- 45.3 Where appropriate, special programs linked to the nature of the offences should be delivered. Such special programs must be evidence based and externally evaluated.

Supporting Documentation

R-SGCA 2.28

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

- 46.1 Each prisoner must have an individual case plan that is reviewed annually. The case plan must be provided to the prisoner, detailing the conditions and behavioural requirements for prisoners to exit the facility and regime.
- 46.2 Special high security regimes must prioritise safety and the prevention of suicide and self-harm.

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

- 47.1 Special high-security regimes must have effective monitoring with enhanced levels of internal and external scrutiny.
- 47.2 Special high-security regimes must minimise the period of time that prisoners spend in segregation.
- 47.3 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, prison regimes must be open and accountable and provide genuine opportunities for prisoners to voice concerns and make complaint.

48 Prisoners 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.

- 48.1 An objective of good prison 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 prison life and which are consistently applied.
- 48.2 These procedures should include a description of how prisoners are able make requests and complaints, and how to take a complaint that is not (in their view) satisfactorily resolved by the prison to an independent competent authority.
- 48.3 The prison should ensure accurate records are kept of complaints or grievances and response times for remedy.
- 48.4 Each prison should establish a staff-prisoner forum at which prisoners can draw attention to issues of concern before they become the source of complaints.
- 48.5 As some complaints will concern staff, it is essential that prisoners be assured that they will not be victimised or disadvantaged in making complaints locally or by seeking remedy through an independent competent authority.
- 48.6 There should also be a simple but confidential process (such as by free mail or free telephone) whereby prisoners 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 the Ombudsman and the Health Complaints Commissioner.

[Also see standard 50 relating to official visitors].

Supporting Documentation

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

49 Many non-literate prisoners 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.

- 49.1 Prisons must have grievance processes that are user-friendly to prisoners with low-levels of literacy, or for prisoners with a disability that impacts on their ability to make a complaint.

Supporting Documentation

RCIADIC Recs 176, 183

50 There should be regular visits by officially appointed independent visitors (Official Visitors) who should be accessible to all prisoners.

- 50.1 Official Visitors should regularly visit prisons (at least monthly).
- 50.2 Official Visitors should have access to prisoners and staff to listen in confidence to issues and complaints that are raised.
- 50.3 Any prisoner can request a meeting with an Official Visitor when they are visiting a prison or request a meeting with an Official Visitor on the next visit.
- 50.4 Official Visitors should report their findings back to superintendents or appropriate higher authorities (subject to observing any confidences) including the Inspector, for action where necessary.
- 50.5 Senior prison staff or the Director's delegate are to receive and log any issues reported to them by an Official Visitor for action where necessary.
- 50.6 The purpose of visits by Ministerial-appointed Official Visitors should be understood by staff and prisoners and established protocols followed.

Supporting Documentation

R-SGCA 1.22-24, 5.24

Legal resources

51 All prisoners who are involved in civil or criminal legal proceedings should be afforded access to legal resources to assist them prepare their case.

- 51.1 Prisoners that have legal matters pending should be able to have confidential meetings and telephone conversations with their lawyers, consistent with security requirements.
- 51.2 Prisoners should have access to a library of law resources at all times during the normal prison day. Such resources should be regularly updated.

Supporting Documentation

R-SGCA 1.17

Discipline offences and punishment

Disciplinary offences are those that constitute breaches of prison 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, and fair and have respect for natural justice.

A prisoner may only be punished for a disciplinary offence following a properly constituted adjudication process.

52 Prisons should deal with the discipline of prisoners openly, consistently, expeditiously and fairly within a disciplinary code established under legislation. Any prison offences created under legislation should be made available to all prisoners and all punishments should be made known to prisoners.

- 52.1 Reports or charges relating to an alleged breach of any prison offence should be presented promptly in writing to the designated authority and the prisoner.
- 52.2 No prisoner shall be subject to the disciplinary process unless informed of the alleged offence and given a proper opportunity of presenting a defence.
- 52.3 Where necessary a prisoner should be allowed to use an interpreter when making a defence. Prisoners with intellectual disability must have a support person available for all disciplinary procedures in custody.
- 52.4 Adjudication processes should be fair and should incorporate the elements of 'natural justice'.
- 52.5 Punishment must be commensurate with the seriousness of the offence.
- 52.6 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
 - all aggravating and mitigating factors.
- 52.7 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), 30(3)
EPR 57.2, 58, 59, 61

53 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.

- 53.1 No prisoner may be employed in any disciplinary capacity.
- 53.2 A prisoner should not be punished except in accordance with the terms of such law, regulation or rule relating to prisoners' behaviour. Any punishment imposed must be prescribed in law, and be just and proportionate to the offence.
- 53.3 A prisoner who is under punishment should be provided with information concerning the duration and nature of the punishment.
- 53.4 Prolonged solitary confinement, corporal punishment, punishment by placement in a dark cell, reduction of diet, sensory deprivation and all cruel, inhumane or degrading punishments should not be used.
- 53.5 Every prisoner who is placed in segregation as a punishment should be visited daily by a medical officer or nurse. The medical officer should advise the correctional officers in charge if they consider the termination or alteration of the segregation is necessary on grounds of physical or mental health, or disability.
- 53.6 Every prisoner who is placed in segregation must be able to exercise in the open air for at least two hours every day. In this regard, the space made available should be large enough to enable the prisoner to have meaningful exercise.

Supporting Documentation

R-SGCA 1.71 - 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 prison officer may, where necessary, use reasonable force to compel a prisoner to obey a lawful order given by the prison 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.

54 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 prison.

- 54.1 Comprehensive policies 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.
- 54.2 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 prison and to give warning of the consequences of failure to comply with these orders.
- 54.3 Where such force is used, the correctional officer should report the fact to the manager of the prison and provide the prisoner with the option of a medical examination.
- 54.4 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 use of force to enable them to restrain aggressive prisoners. Such training should be ongoing and emphasise techniques that allow aggressive prisoners to be restrained with minimum force.
- 54.5 Prison 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.
- 54.6 Where force is used it should be the least amount of force necessary to restrain a prisoner or make the situation safe.
- 54.7 Any premeditated use of force should be digitally recorded by trained staff to ensure an evidentiary record. Prison recording equipment must be capable of providing high quality continuous footage to meet the standard of evidence in criminal proceedings.

- 54.8 All staff involved in use of force incidents should be debriefed by a senior officer and by a counselling professional, if required.
- 54.9 Use of force reporting, reviewing, and evaluation should be linked to prison risk management and WHS systems. This will require data collection and analysis.
- 54.10 A central record of all use of force incidents should be maintained.
- 54.11 Except in special circumstances, firearms should never be carried by staff coming into direct contact with prisoners.

Supporting Documentation

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

55 The issue of weapons or restraints to general duty prison officers should only occur in exceptional circumstances.

- 55.1 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

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

- 56.1 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 a prisoner is strictly necessary to maintain the security of the prisoner or prevent injury to any person
 - of the least restrictive type appropriate
 - applied for the minimum time necessary to control the prisoner, and
 - removed during medical tests and procedures, provided this meets security and management requirements.
- 56.2 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
 - ensure registered primary contact is notified when an injury has been sustained and health attention provided
 - ensure that in all matters relating to weapons, including chemical agents, electric shock guns or devices, and firearms, there must be full compliance with relevant legislation, rules and policy.
- 56.3 Wherever practicable, before using chemical agents or electric shock devices, checks should be made as to the medical record of the intended recipient and where a prior indication of medical susceptibility exists, such weapons should not be used.
- 56.4 Where chemical agents or electric shock devices are used, a medical examination should immediately occur (or as soon as is practically possible) and consideration should be given to ensuring access to resuscitation and defibrillation equipment.
- 56.5 Policy and procedures should be in place to ensure that the currency of qualifications of staff in emergency-type units is maintained and recorded.

Supporting Documentation

R-SGCA I.69

57 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 their 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.

- 57.1 There must be a comprehensive policy and procedures governing the use of firearms, in accordance with legislation.
- 57.2 Staff responsible for the carriage and discharge of firearms must have undergone approved training in the use of that firearm. Training records should be documented.
- 57.3 All weapons and instruments of restraint should be approved by the Director of Prisons. Correctional officers should only be issued with weapons that they have been trained to use.
- 57.4 Systems must be in place to ensure the security, storage, maintenance and serviceability of weapons, ammunition, chemical agents and clearly documented accountabilities for this.
- 57.5 All weapons, including firearms and instruments of restraint should be carried, handled and used in a safe and lawful manner with clearly documented accountabilities.
- 57.6 Once a prisoner has been restrained, weapons such as chemical agents, devices that deliver an electric shock, or firearms, should not be used.
- 57.7 Instruments of restraint such as handcuffs, chains and irons, strait jackets and chemicals should never be used as punishment.
- 57.8 Chemical agents should only be used where it is strictly necessary to maintain the security of the prison 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 small scale or large scale emergency management response.

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

- 58.1 The design of prisons should mitigate the risks of potential emergencies and facilitate their management.
- 58.2 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.
- 58.3 There should be no obvious weaknesses or anomalies in the physical, procedural or dynamic security arrangements.
- 58.4 When deploying staff, correctional centres should ensure that appropriate levels of correctional supervisors to correctional staff are maintained.
- 58.5 There should be sufficient purposeful activity for prisoners to minimise boredom.
- 58.6 The frequency and type of incidents should be continuously analysed and identified risks mitigated.
- 58.7 Measures should be in place to prevent and prepare for potential in-cell fires, and to respond to and recover from actual in-cell fires.
- 58.8 Staff should be trained (and certified where appropriate) in relevant emergency procedures and details of this training should be documented.
- 58.9 Systems must be in place to ensure regular auditing and certification of the security and serviceability of all emergency prevention and response management equipment.

Supporting Documentation

R-SGCA 1.25-34

- 59** Each correctional centre should ensure that emergency management plans address the potential for natural disasters such as cyclones, flooding and bushfires, where relevant. Emergency management plans should include methods of managing prisoners with sensory or physical impairment safely.

Supporting Documentation

R-SGCA 1.27, 1.34

- 60** Each correctional centre 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.

Supporting Documentation

R-SGCA 1.29, 1.57-59

- 61** 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.

- 61.1 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.
- 61.2 Emergency response staff must be appropriately and professionally trained to exercise their responsibilities in accordance with legislation. Records of training must be maintained.
- 61.3 Independent audit, review and investigation systems should be established.

Supporting Documentation

R-SGCA 1.29

Transport of Prisoners

The transportation of prisoners occurs for many reasons. This includes the movement of prisoners to and from court, taking prisoners back and forth to medical appointments, and inter-prison transfers. While the great majority of transports occur between metropolitan courts and prisons, a significant number involve movements between regions. There have been instances of ill-treatment and deaths involving prisoner transport in Victoria in 2004, New Zealand in 2006, Western Australia in 2008, New South Wales in 2009 and Tasmania in 2015. All these incidents have been the subject of external or coronial inquiries which have been well documented. As a result, there is no reason why prisoner transport should not be consistently, safe, secure and humane.

62 The transportation of prisoners must be carried out safely and humanely.

- 62.1 Prisoner transport should be carried out at the expense of the Department, unless an approved arrangement exists between the Department and another agency.
- 62.2 Prisoner transport journeys in "short-haul" transport vehicles must provide a comfort break for prisoners at least every 2-2.5 hours.
- 62.3 Any special needs of the prisoners for travel must be identified prior to the trip, and the vehicle/trip modified accordingly. This includes the needs of the infirm, disabled, pregnant or injured.
- 62.4 All prisoners should be briefed on the journey they are about to undertake including destination, travel time and, subject to security, be allowed to inform their family.
- 62.5 Prisoner transport should not disrupt prisoner meal times. Staff at the point of departure and the point of arrival should ensure prisoners are served an appropriate meal.
- 62.6 All prisoners should have access to ablution facilities prior to travel and at any destination point.
- 62.7 Transport vehicles should allow sight and sound separation of categories of prisoner where necessary.
- 62.8 Smoking by prisoners and staff should not be allowed in the transport vehicle.
- 62.9 All prison transport vehicles should be equipped with adequate communication equipment to contact the prison and/or destination point or operational base in an emergency.

- 62.10 All prison transport drivers should be trained in vehicle emergency procedures.
- 62.11 All prison transport vehicles should meet relevant safety standards, maintain comfortable temperatures and have adequate ventilation.
- 62.12 Prisoner transport should not be afflictive or subject prisoners to unreasonable hardship or unnecessary exposure to public view.
- 62.13 Prisoners should be monitored at all times during transit.
- 62.14 Prisoners should be able to communicate with staff during transit.
- 62.15 Private property should also accompany prisoners unless it is known that these will not be required.
- 62.16 All transport vehicles and equipment must be checked for serviceability before the transport task commences. These checks must be recorded and made available for inspection upon request.
- 62.17 Systems must be in place to regularly audit the uniform application of legislation, policies and procedures for prisoner transport.
- 62.18 There must be a policy and procedure in place for the use of force in this setting.

Supporting Documentation

R-SGCA 1.86-.99

SMR 45

EPR 32.1, 32.2, 33.3

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

- 63.1 Seat belts to be fitted for all passengers.
- 63.2 Passenger seats to 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 prisoners.
- 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 prisoners 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 video 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 passengers, 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 passenger 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 Without compromising security, prisoners and in particular women prisoners should be afforded a reasonable amount of privacy to perform ablutions.
- 63.17 Women prisoners should have ready access to sanitary products in the transport vehicle and at any facility they are held at for any length of time.
- 63.18 Prisoners should have adequate access to a hygienic source of drinking water during travel.

- 63.19 When necessary food and water should be provided on the journey. Food should be stored in a hygienic temperature controlled area.
- 63.20 Prisoners should be confined to a transport vehicle for the minimum amount of time possible.
- 63.21 A variety of vehicles should be available for different purposes and different passengers, including prisoners 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 There must be adequate preparation for the safe and humane transport of prisoners over long distances.

- 64.1 Transportation of prisoners should only occur if absolutely necessary.
- 64.2 Any special needs of the prisoners for travel must be identified prior to the trip, and the vehicle/trip modified accordingly to minimise the impact of the longer trip. This includes the needs of the infirm, disabled, pregnant or injured.
- 64.3 At each destination point, prisoners should undergo a travel debrief.
- 64.4 Prisoners should undergo a basic orientation process at any facility they stop at for any length of time.
- 64.5 Food and water must be available to prisoners on long journeys.

Supporting Documentation

WA Coroner 9/09, NSW Coroner 2490/2009

R-SGCA 1.97

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

- 65.1 If prisoners under high-security escort are hobbled and handcuffed, proper seat restraints such as seat belts should be used to reduce injury in the event of an accident.
- 65.2 Particular care should be taken not to expose prisoners to general view.
- 65.3 All such journeys should be digitally recorded to provide evidence of compliance with proper procedures.

Supporting Documentation

SMR 45(1)
R-SGCA 1.87

Care and wellbeing

Treatment of prisoners

The first priority for managing prisoners 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 prisoners and staff, and with the rights of the minority groups within prison and the community. A human rights focus means that the management of prisoners must be founded upon evidence-based assessments of individual risk and need. Prisoners do not cease to be human beings simply because they are prisoners, regardless of the crime they may have committed. As human beings, prisoners are entitled to the same rights as every other person in Australia, except for those rights that may have been 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 prisoners. 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 prisoners 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. Because prisoners are unable to enforce their rights by civil action, it is important for the prison to actively safeguard the human rights of prisoners.

66 Prisoners must be treated with respect for their inherent dignity as individual human beings.

- 66.1 Staff should be consistently fair and firm in their dealings with prisoners and model respectful relations at all times.
- 66.2 Prisoners should receive prompt attention to legitimate concerns.

Supporting Documentation

R-SGCA 1.30. 1.49-50
SMR 57
EPR 1, 72.1
RCIADIC Rec 179

67 Prisons must ensure that there is no discrimination in the treatment of prisoners, regardless of race, culture, gender, disability, nationality, sexual preference or other distinguishing characteristic.

- 67.1 Each prison should establish a means to regularly review the equality of opportunities and outcomes for different prisoner groups. Consideration should be given, for example, to ensuring that all prisoner groups are equitably represented in prison jobs that attract the higher levels of gratuity payments and in incentive accommodation.
- 67.2 Staff should act in ways consistent with a respect for diversity.
- 67.3 Anti-discriminatory practices should be promoted through system-wide strategies.

Supporting Documentation

CEDAW
SMR 6(1)
EPR 1
R-SGCA 1.42
ICERD 5 and 7

68 Foreign national prisoners should be given special consideration in order to facilitate regular family contact.

- 68.1 Prisoners who are foreign nationals should be allowed reasonable facilities to communicate with their diplomatic and consular representatives, or the national or international authority whose task it is to represent their interests.
- 68.2 Prisons with foreign national prisoners should give special consideration to the difficulties faced by many foreign national prisoners in making family contact, ensuring immigration issues are clarified, and ensuring that strategies are in place to overcome any language barriers.
- 68.3 Foreign national prisoners who are aware that they are to be repatriated at the end of a prison sentence should be prepared for repatriation during release planning.

Supporting Documentation

EPR 37
R-SGCA 3.35

Women prisoners with infants and children

When women are sent to prison 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 prisons that hold women should have adequate facilities for babies and infants.

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

- 69.1 If a prison provides for children and infants to reside with their primary care giver in prison, comprehensive and well structured policies and programs should be developed where the interests of the children are paramount.
- 69.2 It is the prison's responsibility to ensure that all staff and volunteers that come into regular contact with children must possess a current Working with Children Check.
- 69.3 The accommodation for primary care givers and their children should, wherever possible, be domestic rather than custodial.
- 69.4 While prisoners are responsible for the care of their children living in the prison, the prison must take reasonable steps to ensure a safe environment for children.
- 69.5 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.
- 69.6 During and following any separation process, the mother should be offered appropriate counselling.

Supporting Documentation

R-SGCA 2.53, 2.58-62
 SMR 23
 EPR 36.1-3
 CEDAW
 CRC
 BR 2, 5, 22, 23, 33, 48, 49, 50-52

Clothing and bedding

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

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

- 70.1 Prisoners should be provided with various sets of clothing suitable for general use, work and recreation.
- 70.2 All issued clothing (including footwear) should be clean, well maintained and durable.
- 70.3 Prison issue clothing should never be degrading or humiliating.
- 70.4 At reception all prisoners should be issued with sufficient supply of new underwear so that clean underwear can be worn every day.
- 70.5 Laundry arrangements should be sufficient to ensure prisoners have access to a daily change of clean clothes.
- 70.6 Protection prisoners should preferably have access to laundry facilities to enable them wash and iron their own personal clothing. Where such facilities are not practicable, the prison is to ensure that such laundry is not susceptible to malicious tampering.

Supporting Documentation

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

71 When attending court and upon release, prisoners should be permitted to wear non-prison clothing.

- 71.1 Where a prisoner has appropriate clothes stored at the prison, arrangements should be made in sufficient time so that these clothes may be laundered as necessary, prior to their being worn.
- 71.2 Where a prisoner does not have suitable clothes stored at the prison, allowance should be made for such clothes to be brought to the prison on the prisoner's behalf.
- 71.3 If a prisoner has no suitable clothes and is without means to obtain such clothes, the prison should make arrangements for appropriate clothes to be obtained on the prisoner's behalf.

Supporting Documentation

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

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

- 72.1 All prisoners should be provided with a single mattress and bed.
- 72.2 Mattresses and bedding should be clean, in good order, and washed regularly.
- 72.3 Mattresses and bedding should be durable and meet health and safety requirements.
- 72.4 Mattresses and bedding should be fire retardant.
- 72.5 Mattresses should be replaced when necessary to ensure cleanliness and good health.

Supporting Documentation

R-SGCA 2.12
SMR 19
EPR 21

Hygiene and environmental health

73 Prison environments must comply with good public health practices.

- 73.1 Prison infrastructure must be compliant with all relevant environmental health regulations.
- 73.2 Service equipment for refrigeration, cooking and laundry must be properly maintained and regularly cleaned.
- 73.3 Prisons must ensure good drinking water quality and food safety, and protect prisoners from any environmental hazards that may pose a risk to health.
- 73.4 Appropriate precautions should be in place to minimise hazards to health such as mosquitoes, bed bugs, flies, head lice and bacteria such as legionella, E coli and listeria among many.
- 73.5 Vermin and pests should be controlled.
- 73.6 Smoking is prohibited in all prison facilities. Additionally, there is to be no smoking anywhere on prison property, including outside grounds.

Supporting Documentation

R-SGCA 21, 2.11
SMR 12

74 Prisons must provide the facilities, services and items necessary for the maintenance of environmental health and general hygiene.

- 74.1 Prisoners should be provided with suitable facilities and opportunities to maintain their own hygiene.
- 74.2 Information promoting good hygiene practices should be made available to prisoners.
- 74.3 Prisons must implement practices to ensure the day-to-day cleaning necessary to maintain proper standards of hygiene.

Supporting Documentation

R-SGCA 2.51, 2.52
SMR 13, 15, 16
EPR 19.3, 19.4

Physical health care

The 2009 NSW Justice Health Inmate Health Survey Key Findings Report noted "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 prisoners 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 far greater resources than would be the case for a random cross-section of an equal number of people in the community across the state. Prisons 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 prisoners 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.

75 The type of health care available to all prisoners should reflect the health needs of the prison population.

75.1 The prison population, in particular its female and aged populous, has an abnormally high need for health services, therefore the screening and treatment provided should reflect these needs. In particular, prisoners 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, including hepatitis C
- alcohol, illicit drug and smoking disorders
- dental disorders.

Supporting Documentation

SMR 52
EPR 39
BR 6-11

76 Informed consent must be obtained from a prisoner for all health care or for the sharing of personal information with others involved in the prisoner's care.

- 76.1 Prisoners have a right to accurate and sufficiently detailed information about their individual health in a language and terms they can understand.
- 76.2 Consent to medical treatment must be voluntary and may be implied, oral or written. Verbal consent should be documented in patient files.
- 76.3 Where there is any doubt about a prisoners' ability to make a decision (e.g. if the prisoner is under the influence of a drug) obtaining consent should wait. If a prisoner has a guardian or a cognitive impairment, capacity to consent should be determined.
- 76.4 To enable informed decisions about their health care, prisoners should be advised of all available health services, treatment options and possible side-effects in a language and terms that are understandable to them.
- 76.5 Refusal of treatment must be documented and the implications of not receiving health treatment must be fully explained to the prisoner in a language and in terms that they understand.
- 76.6 Prisoners have the right to change their mind and withdraw consent at any point.

Supporting Documentation

AMA 2013
R-SGCA 2.47
WHO 2007

77 All prisoners should undergo a health examination by a qualified health professional within 24 hours after being received into prison.

- 77.1 All newly received prisoners should undergo a health examination within the first 24 hours. This should be followed up with a detailed clinical pathways assessment.
- 77.2 Following transfer from another prison, each prisoner's treatment plan should be reviewed by a health professional.
- 77.3 Waitlists and appointments must be transferred to the receiving prison.
- 77.4 Health files from previous sentences of imprisonment should be obtained.
- 77.5 Urgent health needs identified at reception must be attended to immediately.
- 77.6 Individual healthcare plans should be prepared, implemented, monitored and reviewed for each prisoner requiring physical or mental health care of a significant or on-going nature.
- 77.7 Relevant aspects of a prisoner's health care needs, such as any need for specialist care or treatment, should be accommodated in the Individual Management Plan, where appropriate and subject to proper privacy considerations. Healthcare plans should be regularly reviewed.
- 77.8 Where a prisoner's health needs will impact on the day-to-day management of a prisoner, appropriate information should be forwarded to the relevant unit officer.
- 77.9 Detoxification policies should be available at all prisons.

Supporting Documentation

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

78 Prison health services should be delivered in culturally appropriate ways.

- 78.1 Where possible, Aboriginal Health Workers should be available, particularly in prisons with high numbers of Aboriginal prisoners.
- 78.2 All health care workers, managers and professionals should have undergone Aboriginal cultural awareness training.
- 78.3 Health care must be provided in a culturally secure environment and manner to accommodate legitimate cultural rights, views, values and expectations of all prisoners.
- 78.4 Health care should be provided with respect for the privacy and dignity of persons receiving health care.
- 78.5 Prison health services should seek to establish a partnership with a local Aboriginal Medical Service to improve the cultural appropriateness of health services.

Supporting Documentation

RCIADIC Rec 152

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

- 79.1 Where a triage policy is used to assess to the health needs of prisoners, this should only be undertaken by an appropriately qualified health professional.
- 79.2 Triage policies should not operate to the disadvantage of prisoners who are illiterate, do not speak English, or who speak English as a second language.
- 79.3 All prisoners 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.
- 79.4 Each prisoner's treatment plan should be reviewed and regularly modified as necessary to meet changing health needs.
- 79.5 Where necessary, prisoners should be provided with support and counselling to assist them to manage their health issues.
- 79.6 Standard precautions for infection control must be applied.
- 79.7 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.

- 79.8 Prisoners 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 prisoner and where approval has been given by a properly constituted health research ethics committee, such as according to National Health Medical Research Council Standards.
- 79.9 A health professional should advise the officer in charge of the prison whenever it is considered that a prisoner's physical or mental health has been, or will be, injuriously affected by continued imprisonment or by any condition of imprisonment, including where a prisoner is being held in separate confinement. The officer in charge of the prison 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

80 Prisons that hold female prisoners must ensure appropriate health care services are available to meet the particular health needs of female prisoners.

- 80.1 A doctor of the same gender as the prisoner should be available where this is preferred.
- 80.2 Female prisoners should be educated about the benefit of pap smears. All women should have regular pap smears performed by a qualified practitioner with whom the woman is comfortable.
- 80.3 All women over 50 or with a family history of cancer should undergo a mammogram. Appropriate counselling and education should be included.
- 80.4 Pre-natal and post-natal treatment and accommodation should be made available to female prisoners, where practicable.
- 80.5 Arrangements are to be made for prisoners to give birth in a hospital outside the prison. If a child is born in prison, this fact should not be recorded on the birth certificate.
- 80.6 Prisons accommodating women should have 24-hour access to and liaison with appropriate hospital and community based obstetric and midwifery services.
- 80.7 Where practicable, there should be continuity of obstetric and or midwife staff providing care before, during and after birth.
- 80.8 Pregnant prisoners should be offered information and counselling by qualified counsellors regarding pregnancy and termination options.
- 80.9 A sterile pack for the emergency delivery of a baby, including instructions, should be available in the prison health centre.
- 80.10 Pregnant prisoners should have individual care plans developed as soon as a pregnancy is confirmed and the appropriate screening completed as soon as possible.
- 80.11 Pregnant prisoners should be considered eligible for some form of special provision with regard to gratuities while they are unable to participate in prison work.

Supporting Documentation

R-SGCA 2.45 - 46

SMRTP 23

EPR 34.3

BR 5, 6-11

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

- 81.1 Prisoners should be referred to an external health provider where required treatment or services are not available within a prison or are more appropriately provided by others. Referral to such services should be based upon medical opinion and community health standards and not be unduly influenced by issues of security.
- 81.2 Prisoners should be able to receive treatment from private health professional provided there are reasonable clinical grounds for granting the application, they can meet the costs, and the request falls within the relevant statutory requirements.
- 81.3 A prisoner's dental care should be incorporated in his/her overall health care plan.
- 81.4 Acute dental first aid requirements must be met as soon as is reasonably possible.
- 81.5 Prisoners on dental (or other health) waiting lists should be informed of expected waiting times and any delays.
- 81.6 Prisoners 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 prisoner's family and the prisoner. Terminally ill prisoners must be provided with the care and treatment necessary to maintain their dignity and necessary comfort.
- 81.7 Prostheses and aides required by a prisoner must be made available on the recommendation of a health professional. Prisoners should be advised of the prison's liabilities in respect of prostheses maintenance and replacement and of his/her own personal responsibilities for their care.
- 81.8 Prosthesis should be provided, replaced or repaired by the prison where the need arises as a result of an accident, or medical condition and where an appropriately qualified health professional recommends the prisoner's general health would otherwise be seriously impaired.
- 81.9 A medical 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), 22(3)
EPR 41.5, 46.1

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

- 82.1 If a prisoner is found to have an infectious disease, the prisoner should be managed by health services to minimise the possibility of contamination of the prison.
- 82.2 The necessary infection control procedures must be implemented and the prison manager advised of any special requirements.

Supporting Documentation

R-SGCA 2.34-35

83 There must be a safe procedure for the distribution of medications to prisoners.

- 83.1 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 prisoners in a manner that complies with general legal requirements and does not place any responsibility for clinical decisions on non-medical staff.
- 83.2 Where a prisoner was taking prescription medications upon being received into prison, and if recommended by the medical officer or registered nurse, the prisoner should continue to be prescribed this medication.
- 83.3 Prescribed medication should only cease on the recommendation of an appropriately qualified health professional.
- 83.4 Drugs that have a potential for abuse or dependency should only be prescribed when there is no alternative, and according to appropriate controls.
- 83.5 Prisoners with chronic and other medical conditions that require self-injection must be allowed to self-inject.

- 83.6 Prisoners with disabilities who require equipment for activities of daily living or chronic conditions must be allowed to keep the equipment in their cells with appropriate controls.

Supporting Documentation

AMA 2013 1.3, 2.3,

84 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.

- 84.1 Health promotion and health education must be evidence based.
- 84.2 Health prophylactics for harm minimisation (including condoms and dental dams) should be available in a confidential, non-judgemental context with appropriate education.

Supporting Documentation

AMA 2012
AMA 2013 1.4
WHO 1986

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

- 85.1 Health records must be stored in a secure place within the health centre.
- 85.2 The confidentiality of medical information must be maintained to preserve each prisoner'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 prisoner, or in the interest of the prisoner's welfare, or where to maintain confidentiality may jeopardise the safety of others or the good order and security of the prison.
- 85.3 Upon notification of transfer of the prisoner to another prison, the relevant health file should be updated and forwarded with the prisoner.
- 85.4 Where necessary on release from prison, each prisoner should be given a summary of his/her health status, referral to the community health care provider of the prisoner's choice, and a medical certificate supporting a sickness benefit application.

Supporting Documentation

AMA 2013 1.3, 4.1-3
R-SGCA 2.44

86 Health centre staff should be appropriately qualified.

- 86.1 Health centre staff should receive adequate regular training and development to keep them abreast of new developments.
- 86.2 Health centre staff should receive training in specific health issues relevant to the prisoner cohort.

Supporting Documentation

R-SGCA 5.3, 5.5

87 Health Centre staff should be consulted on all areas of the prison regime relevant to prisoner health.

- 87.1 Health centre staff should be consulted with regard to fitness and recreation opportunities for prisoners.
- 87.2 Health centre staff should be consulted regarding the appropriateness of provisions within the kitchen and canteen.
- 87.3 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 prison 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 prison population are markedly higher than rates in community samples.

Prisoners 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 prisoners. In addition, for many prisoners there may be a lack of work or purposeful activity, heightened levels of uncertainty (particularly for remand prisoners) and concerns about the outside world.

88 Prisons must make appropriate and adequate provision to meet the mental health care needs of prisoners.

- 88.1 An assessment of mental health should be made as part of the initial health screening required for all prisoners 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.
- 88.2 Prisoners 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 prison. Prison diversion strategies to facilitate prisoners' care from correctional settings to the community services, as appropriate, should be in place.
- 88.3 Prisoners who exhibit particular behaviours, 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 prison.
- 88.4 Prisoners who are otherwise suffering from mental illness or an intellectual disability should be provided with appropriate management and support services.
- 88.5 Mentally ill prisoners must never be punished for behaviour that is consequence of their illness.
- 88.6 Discharge planning systems must be in place to ensure that prisoners with a serious mental illness preparing for release have a care plan developed and documented to facilitate pathways or throughcare to community health services.

- 88.7 An adequate and effective psychological counselling service should be available to all prisoners.
- 88.8 Where a prisoner who enters or is released from prison is under medical or psychiatric treatment, the prison health service should make arrangements with an appropriate agency for the continuation of such treatment after release, where appropriate.
- 88.9 Particular care should be taken to observe and provide support and counselling to remand prisoners that have mental health problems.
- 88.10 All staff who have contact with prisoners should receive some basic mental health awareness training. There should also be regular refresher training courses.
- 88.11 All nurses should have mental health training, and at least one nurse in each prison should be a registered mental health nurse.
- 88.12 Any General Practitioner providing inpatient health care must receive training or have experience in mental health care.
- 88.13 Prisons must seek to minimise the adverse impacts of imprisonment on the mental health of prisoners. This is particularly important with prisoners who are experiencing suicidal or self-harming ideation.
- 88.14 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

NSPFMH 2002 (National Statement of Principles for Forensic Mental Health)

89 Prisons must have effective processes to detect and manage prisoners in crisis, particularly where they may self-harm. These processes should be multi-disciplinary and should develop a therapeutic and supportive management regime for such prisoners.

- 89.1 Prisoners 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 prisoners.
- 89.2 All staff who have contact with prisoners should be trained in identifying self-harming ideation and suicide prevention.
- 89.3 Aboriginal prisoners should, when appropriate and practicable, have access to elders and community groups/organisations as a means of support.
- 89.4 Trauma and grief counselling should be offered where appropriate, and multi-disciplinary mental health crisis teams should be available at all closed security prisons.
- 89.5 In the event of a self-harming incident, each prison must provide appropriate and readily accessible equipment for the severing of ligatures and apparatus for resuscitation.
- 89.6 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 prisoners and staff, and should conduct an impact assessment with a view to ensuring that adequate supports are made available for as long as necessary.
- 89.7 Any prisoners identified as being at high risk of self-harm or suicide 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-SGCA 1.81, 1.85, 2.22
 EPR 43.2 47.2
 BR 6, 16

Food and nutrition

It is a fundamental right of prisoners 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 across Australia. 'The NSW Ombudsman Annual Reports 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 prisoners are overweight and in need a healthier diet with more exercise. However, prisoners cannot be made to live and eat healthily, nor should they be. Health issues stem in part because prisoners are able to supplement their dietary intake with confectionary and other items bought at the canteen, and in part because making a choice about the foods that are eaten is one the fundamental distinguishing attributes of being an individual. There is a wide disparity in food preferences among prisoners and prisoners should be allowed some food choices.

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

- 90.1 Menus should be planned to ensure that high quality, nutritional and varied meals are provided.
- 90.2 Prisoners should be able to choose between food options.
- 90.3 Prisoners should be provided with three meals per day at reasonable intervals.
- 90.4 Prisoners should be issued with evening meals at a time that reflects community practice.
- 90.5 All prisoners should have continuous access to clean drinking water.
- 90.6 Particular care and consideration must be given to ensure that prisoners that are required to work outside the prison or prisoners in transit have access to adequate supplies of drinking water.
- 90.7 Menus should consider the availability of fresh produce, climate, prisoner work requirements, and the need for special meals.
- 90.8 Menus should be developed in consultation with a qualified dietician.
- 90.9 Food should be procured, stored, prepared, produced and served in accordance with generally accepted professional health and safety standards and in compliance with legislation.

- 90.10 All persons engaged in food preparation and or handling should be trained in food hygiene matters commensurate with their work activities.
- 90.11 All persons involved in preparing and serving food wear appropriate protective clothing.
- 90.12 Correctional officers must supervise the serving of food to prevent tampering with food and other forms of bullying. Particular care must be taken to ensure that food for protection prisoners is not subject to tampering.
- 90.13 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

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

- 91.1 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.
- 91.2 Prisoners requiring special diets such as vegetarian, religious, cultural and special diets should be able to select from a menu that includes sufficient choice.
- 91.3 Prisoners should be educated about healthy eating and its benefits.
- 91.4 Prisoners should be consulted and can make comment about the quality, quantity and variety of food and have their views taken into account.
- 91.5 There should be arrangements for food to be available at non-meal times for late arrivals, court returns etc.

Supporting Documentation

R-SGCA 2.13

Ali v State of Queensland [2013] QCAT 319

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

- 92.1 Prisoner self-catering arrangements require the prison to ensure that proper standards are observed for the storage of food, the hygiene of the kitchen, and that prisoners are receiving a balanced diet.
- 92.2 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.
- 92.3 Healthy snacks should be available as an alternative to confectionary.

Supporting Documentation

EPR 22.3

Management and treatment of substance abuse

Prisons, transitional centres, court custody centres and custodial transport services should have comprehensive and integrated strategies 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.*

93 Prisons should have effective mechanisms to reduce the demand for drugs.

- 93.1 A range of culturally appropriate, evidence-based, externally-evaluated drug and alcohol programs should be available for prisoners to match demand identified through the application of validated assessment of instruments.
- 93.2 Where practicable, prisons should provide incentives for prisoners to apply for drug-free units.

Supporting Documentation

R-SGCA 2.29, 3.10

94 Prisons should have effective mechanisms to treat and reduce the harm caused by drug use.

- 94.1 All prisoners 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.
- 94.2 Substance dependent prisoners should receive prompt, competent, professional help in the treatment of withdrawal.
- 94.3 Differential sanctions, based on the varying harm caused by the drugs used by prisoners, should be applied and integrated with treatment.
- 94.4 Prisoners needing to recover from chronic or acute drug addiction require 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 abuse pathways should also be assisted with pathways support.
- 94.5 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 joined-up community treatment program on release. Pre and post release support should facilitate access to a range of drug and alcohol, health and welfare services.
- 94.6 Processes should be in place to ensure regular review of treatment occurs for all opioid substitution therapy prisoners.
- 94.7 Prisoners 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.
- 94.8 At each prison (excluding the reception prisons) partnerships should be developed with local drug rehabilitation, counselling and education organisations.

Supporting Documentation

R-SGCA 2.29

95 Prisoners with alcohol misuse problems should have access to appropriate treatment and support.

- 95.1 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 prisoners assessed level of need.
- 95.2 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 prisoner.
- 95.3 Assessment for offending behaviour programs should identify whether alcohol misuse is a significant factor in previous or current offending and intervention supplied accordingly.
- 95.4 Accredited alcohol treatment programs and interventions should be provided to prisoners at risk from alcohol misuse. These should seek to address the underlying causes of a prisoner's drinking behaviour.
- 95.5 Culturally appropriate alcohol-specific support groups and individual support should be available to prisoners.
- 95.6 Where alcohol misuse forms part of poly-drug misuse, prisoners should be offered both structured substance misuse treatment interventions and specific alcohol interventions to offer a holistic approach.
- 95.7 Where possible, links should be made with community organisations to provide evidence based alcohol intervention. With prisoner consent, the prison should liaise with these agencies to ensure appropriate information sharing and joint planning to ensure continuity of care upon release.
- 95.8 All prisoners 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 where appropriate.
- 95.9 Training and support structures should be offered to staff to encourage them to reflect on their own attitudes, knowledge and beliefs about alcohol and enable them to work effectively with alcohol misusing prisoners.

Supporting Documentation

WHO 2007
R-SGCA 3.13-14

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

- 96.1 Education, treatment and intervention programs should be tailored to suit the cultural and linguistic needs of the target group.
- 96.2 Families of prisoners should be provided with information about alcohol dependence, withdrawal and support.

97 In the interests of improved health, prisoners and staff are prohibited from smoking.

- 97.1 Recognising that many staff and prisoners already smoke, support (including pharmacotherapy) should be made available for people withdrawing from tobacco addiction, particularly prisoners newly received into prison.

[Also see standards 75 and 76 relating to environmental health].

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.

98 Prisoners should have the right to manifest their religion or belief in teaching, practice, worship and observance, consistent with prison security and good prison management.

- 98.1 Prisons should have a tolerant approach to religious and spiritual diversity. If the prison contains a sufficient number of prisoners of the same religion, a qualified visiting representative of that religion should be able to be appointed or approved.
- 98.2 A qualified and approved representative should be allowed to hold regular services and to pay pastoral visits in private to prisoners of the appropriate religion at the proper time, subject to the security and good order of the prison.
- 98.3 Suitable multi-faith worship facilities should be available for prisoners of all faiths.
- 98.4 The timing of religious services should be well advertised, and the timing of religious services should not clash with key regime activities.
- 98.5 Prisoners should be able to obtain, keep and use books and objects of religious significance where this does not pose a risk to prison security.
- 98.6 Approved religious books and objects are to be treated with respect. Staff should be provided with training to avoid inadvertent offence in this area.
- 98.7 Prisoners should have access to religious publications, but religions should not seek to proselytise or convert prisoners to a particular faith.
- 98.8 Prisoners should not be permitted to assume the role of religious minister or representative.
- 98.9 Prisoners should be permitted to celebrate major religious festivals.
- 98.10 Where practicable, recognised Indigenous elders or leaders should be permitted to address the emotional and spiritual needs of indigenous prisoners.
- 98.11 Aboriginal spirituality should be encouraged and strengthened through the systematic observance of cultural practises.

Supporting Documentation

R-SGCA 2.16-20

SMR 6(2), 41, 42

EPR 29.1-.3, 38.2

RCIADIC Rec 171

UDHR Article 18

Recreation

Every prisoner has the right to some rest and leisure from work. At minimum, prisoners are to be allowed at least two hours 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 prisoners to adopt constructive lives.

99 Prisoners should have reasonable access to a range of sports, health and wellbeing, recreation and cultural activities.

- 99.1 Prisoners should be able to exercise in the open air for at least two hours every day, weather permitting. This minimum standard is applicable to all prisoners including those under protected or segregated punishment.
- 99.2 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. Prisoners accommodated in mental health support units should, where possible, and with regard to their mental health diagnosis and treatment, have optimum time out of cell to allow for treatment, attendance at relevant programs, and to facilitate their health needs.
- 99.3 The range of recreational activities available should reflect the various health and fitness needs of the most significant prison population segments.
- 99.4 Particular consideration should be given to ensure equitable access and appropriateness of recreational opportunities for female prisoners in mixed gender facilities, and for protection prisoners.
- 99.5 Time allocated for the use of recreation facilities should not conflict with other aspects of the structured day.
- 99.6 Where it is not a risk to security, minimum-security rated prisoners should be allowed to participate in structured recreational activities outside of the prison.
- 99.7 Physical recreation and the playing of team games should be encouraged and facilitated with appropriate facilities and equipment.
- 99.8 Physical recreation should also include activities and facilities for individual prisoners wishing to engage in regular exercise to maintain or improve their fitness or health and wellbeing.
- 99.9 Various passive recreation options should also be available.

- 99.10 In each recreational pursuit, prisoners 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 27.1-6

100 Infrastructure and equipment should support the safe participation of prisoners in recreational and cultural activities.

- 100.1 Recreation areas and equipment must be maintained to ensure safety of use. Ageing equipment should be replaced.

Supporting Documentation

EPR 27.4
R-SGCA 1.31

Gratuities and money management

The proper management of prisoners' access to gratuities (along with prisoner purchases and private property) is of central importance to the quality-of-life of prisoners. 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, to payout outstanding fines, or to make restitution to victims. In these ways, prison can provide an opportunity to guide the acquisition of prudent habits and a better understanding of personal money management.

However, prisoners 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 prison from family members who may be in a marginal monetary position themselves. At worst, prisoners may intimidate or steal from other prisoners or supplement their money by organising or selling drugs or other contraband. Prisons should guard against any forms of monetary intimidation and provide encouragement to prisoners 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.

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

- 101.1 All gratuities (pay and allowances) should be credited to prisoners' accounts on a weekly basis, and must be recorded and controlled in a transparent and effective manner.
- 101.2 The gratuities should generally be scaled according to whether prisoners are required to contribute to the costs of their care and custody.
- 101.3 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.
- 101.4 Prisoners undertaking full-time education or training should be eligible for gratuities at a range of scales or levels, including the highest gratuity level.
- 101.5 All prisoners should be able to easily access accurate and up-to date records of their finances.
- 101.6 The prison may also provide that a part of the gratuities may be retained by the administration so as to constitute a saving fund to be handed over to the prisoner on their release. Prisoners should be encouraged to save money. This should be accompanied with budgeting education.

- 101.7 A simple procedure should be in place to allow visitors to deposit money into prisoners' private cash accounts. However, the prison should seek to ensure the propriety of such deposits.
- 101.8 Prisoners who arrive without private money should be given a phone credit and a toiletries pack, if required, on their arrival. Prisons should ensure that prisoners are paid gratuities in the first pay period after their arrival.

Supporting Documentation

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

Prisoner purchases

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

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

- 102.1 The prison should provide a means for prisoners to purchase approved items from a prison shop or canteen.
- 102.2 Subject to security and incentive schemes, there should be consistency in the list of approved items across prisons.
- 102.3 If prisoners have physical access to a shop or canteen, the prisoner's access and egress to and from the shop or canteen should be strictly monitored to ensure they are not subject to intimidation or have their purchases stolen by other prisoners.
- 102.4 Prisoners 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.
- 102.5 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.
- 102.6 Price lists must be kept up-to date.
- 102.7 The needs of prisoners should be regularly assessed and provided for in the prison shop or canteen and ordering system.
- 102.8 Access to canteen purchases should include prisoners at court, segregated and protection prisoners, new arrivals to the prison and those sick in cell or otherwise confined.
- 102.9 A wide range of suitable hobby materials should be available through the prison shop or by order.
- 102.10 Prisoners 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, prisons tend to strip prisoners of their individuality. Allowing prisoners to retain some private property is a way of prisoners 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 prisoner can retain in order that the security and good order of the prison may be maintained.

103 Prisoners should be able to keep a small number of approved items as private property.

- 103.1 There should be an effective and equitable process for identifying and regulating private property in cells.
- 103.2 Prisoners should not be arbitrarily deprived of property without being informed of the cause, and having some right of appeal to a higher authority.
- 103.3 Prisoner property which is to be retained at the prison, either in a prisoner'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 prisoner to such property. Property that is not to be retained at the prison should be disposed of by the prisoner, where appropriate.
- 103.4 Prisons should ensure the safekeeping and accurate recording of property that is assessed as having a significant monetary value and personal items such as photographs. Prisoners' in-cell property should be able to be secured.
- 103.5 On the release of a prisoner, all property and any accumulated unspent money should be returned to the prisoner.
- 103.6 Processes must be in place to expeditiously and fairly resolve prisoner claims of damaged or lost property.

Supporting Documentation

R-SGCA 1.7, 1.8
SMR 43(1)
EPR 31.1-3, 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 their 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, prisons must enforce the right of members of the community not to receive communications from a prisoner. In particular, the community (including victims and witnesses) have a right not to be subjected to unsolicited or unwanted communications or harassment from prisoners.

104 Telephone and mail communications between prisoners and the community should be facilitated through the provision of adequate telephones and letter writing paper.

- 104.1 Prisoners should be made aware of their entitlements to telephone calls and mail.
- 104.2 There should be a sufficient number of telephones so that prisoners are able to gain reasonable access and be able to speak for a reasonable time, without disadvantaging other prisoners. A de facto standard is 1:20 telephones to prisoners.
- 104.3 Prisoners should have access to telephones that permit reasonable privacy from other prisoners.
- 104.4 Prisoners 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.
- 104.5 Special arrangements should be in place to ensure foreign national prisoners have sufficient access to airmail letters and international telephone call facilities. Wherever practicable, prisoners should be able to access discounted telephone charge rates.
- 104.6 Prisoners outgoing mail should be posted within 24 hours (or on the next business day following a weekend or public holiday), and incoming mail should be received by the prisoner within 24 hours of receipt by the prison.
- 104.7 Prisoners 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

105 Appropriate measures should be in place to prevent inappropriate use of telephone and mail communications without unnecessarily interfering with a prisoner's privacy.

- 105.1 Prisons must ensure recipients of prisoner communication have approved the communication.
- 105.2 If prisoners' mail and telephone calls are subject to supervision, interception and recording or confiscation, they must be advised of the fact.
- 105.3 Strict regard must be paid to the observance of confidentiality of such communications and in no circumstances should prison staff discuss the contents of such communications other than in accordance with proper reporting procedures.
- 105.4 Prisoners' mail should only be opened to check for unauthorised enclosures. There must be legitimate reasons to read a prisoner's mail.

106 Legally privileged or other correspondence to properly constituted 'exempt', complaints or investigatory authorities should not be opened by prison staff.

- 106.1 Prisons must make readily available a means (such as distinctively marked envelopes and special post boxes) for prisoners to send privileged mail to appropriate authorities.

[Also see standard 47 relating to complaints and grievances].

Supporting Documentation

EPR 24.2

107 Prisoners should be encouraged to maintain and develop relationships with family and friends through visits.

- 107.1 Contact between prisoners and the community should be encouraged in recognition of the important role families and communities play in assisting the successful reintegration of prisoners back to the community upon release and the importance of such contact to prisoners' mental well-being while in prison.
- 107.2 Prisoners should be permitted a minimum of one visit each week and as many further visits as may be practicable.
- 107.3 Remand prisoners should be permitted to receive a minimum of one visit per day and as many further visits as may be practicable.
- 107.4 Prisons should be flexible and make special arrangements for prisoners to receive additional visits where a bona fide need is identified. For example, where a prisoner'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.
- 107.5 Additional visits or additional telephone calls should be included in the earned incentive and privilege scheme.
- 107.6 Prisoners 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.
- 107.7 Special inter-prison visits should be regularly facilitated for prisoner partners or children in different prisons or youth justice facilities.
- 107.8 The approval arrangements for visitors should take into consideration different family structures.

Supporting Documentation

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

I 08 Visitors should be encouraged and treated respectfully.

Visitors serve an important role in assisting the successful reintegration of prisoners back to the community upon release and in assisting with maintaining prisoners' mental well-being while in prison.

- I 08.1 Prison should provide for the personal safety of visitors by ensuring a prison environment that protects their physical, psychological and emotional wellbeing.
- I 08.2 Visitors should be treated with respect and in as dignified a manner as is consistent with the security and good order of the prison.
- I 08.3 Prison management must be vigilant to ensure that the visitors of protective prisoners are not subjected to abuse during visits or while waiting for a visit.

[Also see standard 36 relating to mechanisms to prevent and detect the supply of illicit drugs and other contraband].

Supporting Documentation

R-SGCA 1.27, 3.26

I09 All prisoners should be permitted direct contact with their visitors where this does not interfere with prison security or the safety of visitors.

- I09.1 There should be a presumption in favour of prisoners receiving contact visits.
- I09.2 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. Non-contact visits must not be used as punishment for general misconduct.
- I09.3 The use of non-contact visits should be reviewed regularly.
- I09.4 Where a visit is denied or where a visit is ordered to be a non-contact visit, the relevant prisoner 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 prisoner should be fully informed.
- I09.5 Superintendents should ensure that an adequate number of contact visiting spaces and non-contact visiting cubicles is available to meet normal demand, and that visitors are not being regularly turned away.

Supporting Documentation

R-SGCA 3.28

110 A well run visitors' centre should be available adjacent to each prison, which incorporates a comfortable waiting area, toilets, a children's play area, and refreshments.

- 110.1 Family support services should be available before and after visits.
- 110.2 There should be safe storage for visitors' property.
- 110.3 Prisoners' visitors should be able to access, at the centre, information about public transport and transport services, visiting hours and details about what visitors can expect when they arrive.
- 110.4 Where public transport is unavailable or stops some distance from the prison, transport arrangements should be in place for visitors to get to and from the prison.
- 110.5 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 prisoners and visitors.
- 110.6 The visit booking system should be flexible, simple, and accessible.

Supporting Documentation

R-SGCA 3.27

111 Visiting facilities within the prison should be comfortable, pro-social and safe environments that maximise ease of contact between prisoners and their visitors.

- 111.1 The visits area should be subject to security monitoring by staff and such other security measures (such as camera surveillance) as are appropriate to the security level of the prison. However, security arrangements during visits should not unnecessarily encroach on privacy.
- 111.2 Visitors and prisoners should have access to refreshments during visits.
- 111.3 Suitable play facilities, equipment and toys should be made available for visiting children.
- 111.4 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

112 Prisons must develop reasonable guidelines for the speedy consideration of prisoner 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.

- 112.1 Prisons must give recognition to the special kinship and family obligations of Aboriginal prisoners 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.
- 112.2 Where it is necessary to use restraints on a prisoner attending a funeral, they should be as discreet as possible.

Supporting Documentation

EPR 24.7
RCIADIC Rec 171
R-SGCA 2.51

Rehabilitation & reparation

Individual Case Management

The case management of sentenced prisoners should be based upon individual risk and need assessments and include input from the prisoner and where practicable, from the prisoner'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 prisoners should be a primary goal for each superintendent. In this way, case management should become the driving force behind prison regimes.

113 All sentenced prisoners with an effective sentence of six months or more should have an individual or case management plan.

- 113.1 Prisons must ensure that a validated comprehensive needs assessment instrument is professionally administered by trained assessors.
- 113.2 Where criminogenic needs are identified, these should be included in case management planning and include the provision of appropriate programs and services to meet assessed needs, subject to relevant 'what works' principles in relation to risk, need, and responsiveness.

114 The prison should administer a system of individual case management of prisoners 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 prison to full or conditional release to the community.

- 114.1 Where relevant, case management systems should ensure that a relatively seamless approach to the management of offenders/prisoners occurs across community corrections and prisons.
- 114.2 Appropriate case management records should be established, regularly updated and audited by senior staff.
- 114.3 All eligible sentenced prisoners should have a case plan developed as soon as practicable after entering into custody. This plan should provide a pathway through imprisonment to a safe release back into the community.
- 114.4 Case plans, including the security classification and placement of prisoners, should be regularly reviewed allowing for the prisoner as well as staff to provide updated information.
- 114.5 Each case plan should contain measurable and achievable short term and long-term goals, and where a prisoner's progress does not appear to be leading to the agreed objectives, appropriate action should be taken.
- 114.6 All progress and any changes should be recorded clearly and accurately.
- 114.7 Individual case plans should include work, education, other relevant activities, as well as preparation for release.
- 114.8 While appropriate electronic records should be maintained, the focus of case management should be on interactions between prisoner 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

Offender programs

Imprisonment is an opportunity for prisoners to re-assess their lives and to take steps to make change. Prisoners 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. Prisoner out of cell hours must support program engagement and completion.

I 15 Based upon an updated prisoner needs analysis, each prison should provide a range of evidence-based programs, cognitive development and offence-related and resettlement programs that match prisoner needs.

- I 15.1 All prisoners should be offered and engaged in programs, informed by risk assessment, consistent with a defined program pathway which addresses the needs identified through comprehensive assessment and which is fully documented in a prisoner's case plan.
- I 15.2 Prisons should direct attention to a prisoner's 'readiness' and motivation for program participation.
- I 15.3 Remand and short sentenced prisoners should not be precluded from program participation.
- I 15.4 Programs and services provided to address criminogenic needs should be based on best practice, have solid evidence as to their efficacy, and be applied according to relevant 'what works' principles in relation to risk, needs and responsivity.
- I 15.5 There should be internal consistency between the assessed level of risk of re-offending and prisoner program engagement.
- I 15.6 All programs should have a manual and be periodically evaluated in relation to the achievement of their objectives and the views and experiences of prisoners.
- I 15.7 Where community resources are used for the assessment, treatment, counselling, education and training of prisoners, the Department should regularly assess and monitor the service provided by such agencies to ensure the quality is adequate and consistent.
- I 15.8 Programs and services provided to prisoners, especially women, Aboriginal prisoners and prisoners from non-English speaking backgrounds should be established following close consultation with appropriate community groups and experts.

Supporting Documentation

R-SGCA 3.6, 3.7, 3.10-14

SMR 65, 66, 69

RCIADC 184

Education

Many prisoners have had impoverished educational experiences, particularly those with learning deficits in literacy and numeracy. Consequently, re-engaging with learning inside prison can be an important part of making imprisonment a more positive and transformative experience. Successful engagement with educational programs can help prisoners with their social skills, artistic development, and help them deal with their emotions.

Prisoners 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.

116 All prisoners should be encouraged to participate in education and training opportunities.

- 116.1 Prisoners should be informed of the full range of education and training opportunities available.
- 116.2 Prisoners who are approved to be full time students should be remunerated equivalently to prisoners who are employed in full-time work.
- 116.3 The prison regime should support access to education.
- 116.4 Prisoners should be encouraged to participate in apprenticeships, traineeships and other formal training programs.
- 116.5 Prisoners' 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 the prison.
- 116.6 Gratuities for prisoners undertaking education and Vocational Education and Training (VET) should be such as to provide an incentive to prisoners.

Supporting Documentation

ICESCR Article 13
R-SGCA 3.8-9

117 All prisons should provide a wide range of educational opportunities relevant to prisoners' needs and interests.

- 117.1 All prisoners should be interviewed by education centre staff to ensure that their education needs are identified. [Also see standards 115 and 116 relating to Individual Case Management].
- 117.2 Education and VET should be included in prisoners' management plans, with input from education and training personnel.
- 117.3 Prisoners should be consulted regarding what education programs and courses are available.
- 117.4 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.
- 117.5 Education should be marketed innovatively to engage prisoners' interest.
- 117.6 Literacy and numeracy programs should be a high priority. Identified prisoners should be encouraged to engage in such programs but should never be compelled.
- 117.7 All education activities should provide for literacy and numeracy development linked to the activity.
- 117.8 Social education should include practical elements that enable prisoners to manage daily life within and outside the prison, with a view to better facilitating a successful return to society.
- 117.9 Technical and professional education should be made generally available and higher education should be encouraged to all. Prisoners should be assisted to meet any entry requirements.
- 117.10 Where prisoners 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 28.1-4, 106.2-3

118 Educational opportunities should be culturally appropriate to the needs and beliefs of the prison population.

- 118.1 When possible, prisoners should have access to cultural activities that reflect the diversity of other cultures, traditions and histories.
- 118.2 Appropriately qualified Aboriginal instructors and educators should be part of delivery programs that are predominantly undertaken by Aboriginal prisoners.
- 118.3 All non-Aboriginal training delivery and assessment staff should be skilled in cross-cultural communication.
- 118.4 Where appropriate, education programs should be customised to suit the learning styles and learning needs of prisoners.
- 118.5 Education should be provided in a language and manner appropriate to the cultural beliefs of prisoners.

Supporting Documentation

R-SGCA 3.14
EPR 28.3

119 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.

- 119.1 If a prisoner must be transferred, every effort must be made to ensure any education courses they are involved in are not interrupted.
- 119.2 Short stay prisoners should have sufficient access to short course programs or programs that prisoners can continue post release.
- 119.3 Programs should be scheduled in discrete units over short time frames to maximise completions.

120 As far as possible, prison based education should be integrated with the community education system to support continuation of education after release.

- 120.1 Most education offered should be recognised by the appropriate sector (school, VET or Higher Education).
- 120.2 Prisons should establish links with local TAFE campuses and other relevant community education organisations to maintain currency and equivalency in what programs are being delivered.
- 120.3 Prisoners with short sentences, in particular, should be linked with community educators to encourage continuity of education once released.
- 120.4 Education and VET should support throughcare by establishing networks and formalising links between prisons, internal and external training providers, community corrections and other support providers to promote effective education and training referrals.
- 120.5 Prisoners 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

121 Vocational education should be linked to employment and reflect the market demands in the community.

- 121.1 Preparatory programs that improve prisoners' access to and achievement in VET should be provided as link courses.
- 121.2 Training that links to existing skills shortages should be offered to prisoners.
- 121.3 Opportunities for prisoners to undertake VET qualifications should be made available.
- 121.4 VET should be integrated with prisoner-work carried out in prison industries and other aspects of prisons 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

I22 Sufficient appropriate resources should be available for prisoner education and training.

- I22.1 Prisoner 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 purpose.
- I22.2 Every effort should be made to employ teachers and trainers in courses relevant to the prisoner 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 prison, the use of part-time staff, as well as full-time educators and trainers.
- I22.3 Prisoners should have access to computers for legitimate study purposes.
- I22.4 External studies should be available to prisoners 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 prison educators (arranging for printing of materials, facilitating email communications and supervision of on-line examinations).
- I22.5 Education resources and support materials should be customised to suit the learning styles and learning needs of prisoners, where appropriate.
- I22.6 Peer support programs should be developed as a component of formal provision of education.

123 Prisoners should have reasonable access to a library of recreational, educational, cultural and information resources.

- 123.1 Prison libraries should operate according to standard library practice and *Australian Library and Information Association Minimum Standard Guidelines for Library Services to Prisoners 2015*.
- 123.2 Prisoners should be encouraged to make full use of the library.
- 123.3 Library resources should reflect the needs of the different segments of the population at the prison. Where relevant, materials appropriate to women, Aboriginal and Torres Strait Islander prisoners and prisoners from non-English speaking backgrounds should be available.
- 123.4 Library resources should also support the prison's educational and training programs.
- 123.5 Library resources should include current and comprehensive legal resources, including copies of the Corrections Act, Regulations, Rules and other policy documents that apply to prisoners.
- 123.6 Prisoners should be able to access resources via inter-library loans.
- 123.7 Every prison should have a library that is accessible to prisoners during recreation.

Supporting Documentation

ALIA 2015
 R-SGCA 2.54
 SMR 40
 EPR 28.5, 28.6
 RCIADIC Recs 185-186

Preparation for release

The whole prison sentence should be regarded as part of a planned and staged journey toward a safe release back into the community. Prisoners 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 prison sentence should be completed in minimum-security with increased levels of trust replacing the high level of institutional control found in closed-security prisons.

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 prisoner should have access to basic welfare, such as assistance with accommodation, employment and social security benefits.

124 While all prisoners 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 at minimum-security and preferably in work camps or other pre-release centres.

- 124.1 Equitable provision for female and male prisoners should be made with pre-release centres and/or transitional facilities.
- 124.2 The regimes at pre-release centres should be focused on prisoners 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

125 Prisoners should be able to access programs and services that will assist a successful transition from custody to community.

- 125.1 Programs and services that will assist prisoners upon release should be included in case management plans.
- 125.2 Where appropriate, pre-release programs should include work release, day leave, weekend leave, education and family leave so that prisoners are gradually reintroduced to community life.
- 125.3 Pre-release programs and services should address practical matters such as housing, employment and community-based support agencies, where appropriate.
- 125.4 Pre-release and release arrangements, programs and services should be coordinated with community corrections and community-based support agencies, where appropriate.
- 125.5 Community support groups/staff should have access to prisoners during their sentence in order to build relationships and ensure optimal preparation for release.
- 125.6 Prisoners should be provided with suitable clothes for their release, or be able to have clothes cleaned that have been stored in prison for a long time.
- 125.7 Prisons should ensure that prisoners have sufficient funds, housing and social support to sustain themselves in the immediate period following release.
- 125.8 The prison must ensure prisoners are provided with all appropriate documentation 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

I26 Prisons must ensure the transportation of prisoners back to their home upon release.

- I26.1 Releasing prisons must ensure that prior to release, prisoners have the means to safely reach their home. This may mean checking that arrangements for friends or family to collect a prisoner are viable or providing a ticket for public transport, ensuring that arrangements are in place where connections or overnight stays are involved.
- I26.2 For foreign nationals facing deportation or removal, the obligation to transport prisoners back to their home upon release is passed to the Commonwealth Government.

Supporting Documentation

EPR 33.3

R-SGCA 3.18

Employment

For most prisoners, 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 prison system, such work enables prisoners to offset the cost of keeping them in prison by undertaking work that otherwise would need to be undertaken through contract or paid employment. For the community, it provides a mechanism through which prisoners may make some reparation for the harm they have done.

Consequently, it is important that prisons provide appropriate work opportunities for prisoners. However, prisoners have a right to safe and healthy working conditions that must comply with relevant legislation, such as the Work Health and Safety Act 2012 (Tas). Prisoner work should never be afflictive or degrading, nor expose the prisoner to ridicule.

127 Prisoners should have access to a range of productive employment opportunities.

- 127.1 All sentenced prisoners should be required to work or undertake education or training, subject to their physical and mental capacity.
- 127.2 The prison should have sufficient employment opportunities to employ all prisoners.
- 127.3 Prisoner employment should be constructive and beneficial and not be afflictive.
- 127.4 Prisoners should be informed of the full range of employment opportunities available.
- 127.5 Prisoners should have equal opportunity to apply for all work.
- 127.6 The mix of prisoners undertaking work outside the prison, or other desirable work in the prison should reflect the prisoner mix. That is, all groups should participate equitably in the most advantageous and better paid work.
- 127.7 Employment opportunities should be free of gender or racial stereotyping.
- 127.8 Employment opportunities should reflect the needs of the population, wherever possible.

Supporting Documentation

R-SGCA 2.64, 4.2, 4.12
ICERD

I28 The working day for prisoners should be constructive and must be of a reasonable length.

- I28.1 Full-time work should comprise at least six hours of work a day for five days a week.
- I28.2 Prison work must not be exploitative.

Supporting Documentation

R-SGCA 4.2, 4.4, 4.12
SMR 71(1), 71 (2), 71(3), 75
EPR 26.1, 26.2, 26.4, 26.15, 26.16

I29 Occupational health and safety standards must be enforced in all prison employment.

- I29.1 All prisoners and staff should undergo workplace health and safety training prior to, or early in, their employment.
- I29.2 Provision should be made to indemnify prisoners against industrial injury and disease.
- I29.3 The prisoner 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.
- I29.4 Industry within prisons should be consistent with the *National Code of Practice on Prison Industries* and National Competition Policy.

Supporting Documentation

R-SGCA 4.5, 4.6, 4.9
SMR 74
EPR 26.13, 26.14

130 Employment in prison should provide opportunities to increase a prisoner's employability upon release.

- 130.1 Prison should provide opportunities for prisoners to be employed:
- in the day to day operations of the prison
 - to acquire skills that will be useful upon release
 - to acquire skills that are in demand in the employment market.
- 130.2 Prison employment should offer an opportunity to achieve national competency accreditation, wherever possible.
- 130.3 Provision should be made for prisoners to be released from work to attend approved programs and education.

[Also see standards 118 to 125 relating to education].

Supporting Documentation

R-SGCA 4.10, 4.11, 4.13
SMR 71(4), 71(5)

131 Prisoners should be remunerated for their work according to a pre-set scale that recognises different levels of skill and effort.

- 131.1 There should be an equal opportunity for every prisoner to acquire the skills necessary to be promoted to a higher level.
- 131.2 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)

I 32 Wherever possible, prisoner work should be made available to offset the costs of imprisonment to the community.

- I 32.1 Wherever possible, prisoners should be employed to undertake the cooking, cleaning, gardening and routine maintenance of the prison.
- I 32.2 Part of any revenue generated from prison industries should be channelled back into prison infrastructure and programs for prisoners.

Supporting Documentation

R-SGCA 4.7, 4.8

I 33 Wherever possible, prisoners should be employed in work that provides specific benefit to the community.

- I 33.1 Wherever possible, prisoners should participate in community work outside the prison where this does not pose a risk to community safety.
- I 33.2 The management and supervision of community work should be commensurate with the complexity of the tasks to be undertaken and the number of prisoners requiring supervision.
- I 33.3 Prisoners involved in work in the community should not be required to wear demeaning clothing.

Supporting Documentation

R-SGCA 4.14, 4.15

Resources and systems

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.

134 The number and mix of staff should adequately meet the needs of the prison and the prison population.

- 134.1 A staffing analysis should be conducted periodically to determine staffing needs.
- 134.2 The composition of the workforce should provide a mix of gender and race, and religious and spiritual diversity that reflects the community.
- 134.3 The composition of the workforce should provide an ethnicity mix that reflects the prison population, where practicable.
- 134.4 The staffing profile must ensure correctional centre operations are not reliant on overtime and recalls.
- 134.5 The staffing profile should be sufficient to ensure prisoner out of cell hours are adequate to encourage social interaction and facilitate program participation.

Supporting Documentation

EPR 25(2)
RCIADIC Rec 178
R-SGCA 5.4

I35 Staff must be adequately trained to ensure the highest standards of professional competence, integrity and honesty in the performance of their assigned duties.

- I35.1 There should be prerequisite entry level training for new staff.
- I35.2 Correctional officer training should fully reflect the standards set out in the nationally approved correctional services training package.
- I35.3 All staff should have access to initial and on-going training related to their position descriptions, and the functions they are required to perform.
- I35.4 Training should be documented to record competency.
- I35.5 Staff training should emphasise the fair and respectful treatment of prisoners, human rights of prisoners and staff, and the meaning and application of the duty of care.
- I35.6 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 of registration with a relevant professional body, association or board.
- I35.7 Prison staff should be familiar with the *Australian Guidelines for the Prevention and Control of Infection in Healthcare*, and have access to infectious diseases emergency materials.
- I35.8 Staff should undergo workplace health and safety training.

Supporting Documentation

SMR 47(3)
RCIADIC Rec 177
BR 29-35
R-SGCA 5.3, 5.20

136 Each prison should have an effective Performance Management system.

- 136.1 All staff positions should have an accurate and current Statement of Duties.
- 136.2 The duties assigned to staff should be consistent with their position descriptions and centre procedures.
- 136.3 A system-wide Performance Management System should be in place to support professionalism, career development, job satisfaction and institutional effectiveness.

137 Custodial services should ensure that all staff working in a prison should have access to an appropriate range of supports.

- 137.1 Staff should be supported by effective leadership and supervision.
- 137.2 Prison design should provide facilities for staff which reflect respect for them and for the tasks they perform.
- 137.3 Policies and procedures affecting staff should encourage the achievement of a work/life balance.
- 137.4 Staff must be provided with current and internally consistent policies, procedures and position descriptions which clearly detail their duties and accountabilities.
- 137.5 Staff should be informed of workplace developments through meetings, notices and briefings.
- 137.6 Staff should have access to the resources necessary to perform required tasks.
- 137.7 Staff should be advised of the full range of available training, counselling, mentoring and other supports available.
- 137.8 The health status of staff should be monitored by management collecting, reviewing, and acting on data on overtime, sick leave and staff turnover.
- 137.9 Following critical incidents, all affected staff should be offered a range of relevant opportunities for debriefing and assistance as is appropriate to the circumstances.

Supporting Documentation

WHO 2007
R-SGCA 5.1 5.6

138 The workforce should be appropriately authorised and receive security clearance for the tasks they are required to perform.

Supporting Documentation

R-SGCA 5.3

139 The Department 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.

- 139.1 The Department 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.
- 139.2 Employees should be informed of their rights and responsibilities in relation to 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

Prison management, policy, and planning

Each prison has a role in the whole prison system to address specific regional needs or to provide a specialised function for a subset of the prisoner population. The challenge for each prison management team is to ensure that they understand the prison's role and the target population well enough to ensure that regimes are appropriately calibrated and directed to achieving the outcome 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 prisoner population they will accommodate.

A prison's strategic and business plans, and its reporting against these, should convey information about the nature and outcomes of the custodial experience for both staff and prisoners.

- 140** Each prison 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-SCGCA 5.25

- 141** Each prison should have a Strategic Plan that defines the purpose, vision, values and goals of the prison.

Supporting Documentation

R-SGCA 5.21

I42 Each prison should have a Business / Management Plan that details the following 12 months objectives, service delivery resourcing to meet those objectives, and the performance measures and reporting arrangements of the prison.

- I42.1 The Plan should give effect to the prison's Strategic Plans.
- I42.2 The Plan must reflect a detailed assessment of risk, its mitigation and management.
- I42.3 The Plan should promote accountability for outcomes.
- I42.4 The Plan should incorporate an analysis of the prisoner population that includes the needs of significant prisoner cohort groups. Given that the prisoner population changes over time, the analysis should be updated on a regular basis.
- I42.5 Staff should be involved in the development and implementation of the Plan.
- I42.6 The Plans should aim for flexibility so they can provide correctional services across the diversity of the prison's population.
- I42.7 Actual performance against the Plan should be regularly evaluated to facilitate updating as necessary.
- I42.8 The Plan and performance measures should be readily available to all staff.
- I42.9 The Plan's performance measures should measure what counts, rather than what is easy to measure.

Supporting Documentation

R-SGCA 5.25

143 Each prison should provide a regime that is specifically geared to the needs and risks of the significant prisoner groups held at the prison.

- 143.1 Based upon each prison's prisoner profile, a structured regime should make equitable provision for the significant groups of prisoners held at the prison. This may include male or female prisoners (including some female prisoners with babies), Aboriginal and non-Aboriginal prisoners, remand and sentenced prisoners, disabled and mentally impaired prisoners, foreign national prisoners, prisoners from ethnic minorities, older and younger prisoners, as well as protection prisoners.
- 143.2 Based upon each prison's prisoner profile, the structured regime should address prisoners' risks and needs.
- 143.3 Each prison's regime should be regularly reviewed for its ability to meet the risks and needs of its prisoner population, and to respond to trends that emerge in the prisoner profile.
- 143.4 The prison regime should not aggravate the suffering inherent in imprisonment.
- 143.5 Prison regimes should approximate as closely as possible the positive aspects of life in the community.
- 143.6 As far as possible, individual prisons or separate sections of a prison should be used to facilitate the management of different regimes for specific categories of prisoners.
- 143.7 Prison regimes should provide at least 10 hours a day outside cells for an adequate level of prisoner human and social interaction, and for program participation.

144 Each prison should have a Financial Plan.

- 144.1 Each prison 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 / Management Plan.

Supporting Documentation

SMR 60(1), 68, 72(1)
EPR 3, 5, 25.1-33, 102.1-2, 103.5, 104.1

The prison 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 the corrections sector, unfortunately, is periodically able to supply.

There are sound reasons why the community needs to be closely engaged with its prisons and populations, especially since the majority of the latter will be someone's neighbour, someday.

First, the prisoner 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 stakeholders should be encouraged to become directly involved in the delivery of services and to visit prisons.

Second, the treatment of prisoners should emphasise, 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 prisoners – particularly in their preparation for release and subsequent reintegration.

Third, prisons should actively cultivate a range of outreach services and connections to provide opportunities for prisoners 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 prisons will ensure greater understanding of and support for the work of prison 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.

145 A wide range of community-based service providers should be regularly involved in the operations of prisons.

- 145.1 The encouragement and coordination of on-going contact with appropriate community-based service providers is the responsibility of the prison manager who should ensure that it is appropriately facilitated and managed.
- 145.2 Prisons should particularly encourage community-based service providers who can contribute to prisoners': spiritual and cultural guidance; post-release connections for employment and housing; and domestic, financial, and life skills development.

- I45.3 There should be a dedicated point within the prison where providers can book and be assured of the availability of the prisoner/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.
- I45.4 The prison should continuously assess the changing sub-group needs among prisoners and ensure that minorities receive as much community assistance and contact as is practicable and appropriate.
- I45.5 The prison should maintain up to date records on all community-based service providers, including contact details and a description of their potential contribution to positive prisoner development.
- I45.6 Identifying diverse reparation options should be an ongoing objective, presenting prisoners with the opportunity to contribute to the welfare of the local community. Evaluation of these activities, acknowledgement of participating prisoners, and feedback to the community should be ongoing.

Supporting Documentation

EPR 90.2

I46 Community-based service providers should undergo an appropriate induction process.

- I46.1 The prison should conduct appropriate checks and clearances for such providers.
- I46.2 The prison should regularly evaluate the material presented and the results of programs and assistance offered by community based service providers, using the views of prisoner participants in their reviews.

Supporting Documentation

R-SGCA 5.14

I47 The community should be invited to know more about and have input into prisons, staff and their work, and in so doing, have a better understanding of the justice system.

- I47.1 A broadly representative 'Community Reference Group' should be formed for each prison. Such a group should meet regularly with the prison management and contribute to the prison's operational agenda and its public standing, thus enhancing the prison's transparency and accountability.
- I47.2 The prison should establish a positive relationship with other representative or advocacy bodies and communities relevant to the prison population, to achieve better outcomes for these prisoners.
- I47.3 Aboriginal cultural issues should be addressed by prison management engaging with representatives of Aboriginal communities and representative bodies.
- I47.4 Minutes should be kept of such meetings and Community Reference Group members should be provided with information concerning the progress of initiatives being undertaken.

Supporting Documentation

RCIADIC Rec 183
R-SGCA 5.12

Records management

It is essential that prisons establish comprehensive, accurate and confidential records regarding all aspects of prison and prisoner management. However, prisoner management is primarily a people management business and consequently prison staff must not become desk bound with administrative work. Prison staff must allocate adequate time to engaging with and assessing prisoners through regular and frequent interaction which where appropriate, should be documented.

148 Prison management must establish processes to ensure the comprehensive and accurate management of records.

- 148.1 Official records should be comprehensively and accurately maintained and securely administered and archived.
- 148.2 An official record should be maintained concerning each prisoner under the jurisdiction of the Department.
- 148.3 Records of prisoners under the custody or supervision of a contracted service provider remain the property of the Department.
- 148.4 Prisoner records should be maintained in a secure location.
- 148.5 The Department should develop agreements with other relevant agencies concerning the exchange of offending history and other information relevant to the management of prisoners under its custody or supervision.
- 148.6 All documentation should be completed accurately and passed to the correct authority such as release boards, within agreed timescales.

Supporting Documentation

R-SGCA 1.19, 5.15-19
SMR 7(1), 66

Environmental sustainability

Sustainability is about 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 prisons become more committed contributors to Government environmental sustainability objectives. There is also potential for passing on good environmental sustainability practices to prisoners.

I 49 Waste generation should be kept to a minimum and handled in a safe, legal and environmentally responsible manner.

I 49.1 Where possible, waste should be recycled and reused.

I 49.2 Biodegradable waste should be composted.

I 50 Water should be used efficiently and overall consumption minimised.

I 50.1 Prisons should implement strategies to reduce water costs.

I 50.2 There should be a wastewater management plan.

I 51 Energy should be used efficiently and overall consumption minimised.

I 51.1 Prisons should implement strategies to reduce energy costs.

I 51.2 Renewable energy resources should be investigated and applied where practicable.

I52 Prison transport arrangements should be environmentally friendly.

- I52.1 Prisoner transport should only occur when absolutely necessary.
- I52.2 Fuel consumption should be minimised and alternative 'green' fuels promoted.
- I52.3 The prison transport vehicles should have low greenhouse gas emission ratings.
- I52.4 The prison transport fleet should be subject to regular environmental and efficiency assessments.

I53 Procurement by each prison should be in line with environmental management objectives.

- I53.1 Where possible, goods purchased by the prison should be recycled.
- I53.2 Equipment purchased by the prison should be energy efficient.
- I53.3 Prisons should increase electronic procurement.

I54 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.

- I54.1 New buildings should be designed to minimise energy and water consumption.

I55 Prisons should ensure responsible and sensitive land management.

- I55.1 Prison gardens that are used to grow produce for consumption or for landscaping effect should employ 'water wise' practices.

I56 Prisons should develop staff and prisoner knowledge of sustainable practices through education, training and actual practice.

- I56.1 Prisons should invite prisoner participation in the development of environmental sustainable practices and in environmentally sustainable employment.
- I56.2 Prisons should develop environmental sustainability indicators to measure and demonstrate sustainability.

Index

Aboriginal, 5, 9, 18, 71, 81, 90, 105, 108, 112, 116, 130, 133
 Activity, 10, 29, 52, 53, 54, 59, 79, 111
 Aged, 68
 Alcohol, 13, 68, 79, 86, 87, 88, 89
 Bail, 11, 18, 19
 Children, 9, 17, 27, 28, 36, 64, 100, 103, 104
 Classification of prisoners, 14, 15, 16, 38, 107, 128
 Clothing and bedding, 11, 65, 66, 83, 123
 Complaints and grievances, 43, 44, 82, 99, 127
 Culturally appropriate, 26, 71, 77, 86, 88, 112
 Disabilities, 28, 54, 57, 60, 76, 104, 130
 Discipline offences and punishment, 16, 29, 31, 38, 40, 46, 47, 51, 92, 102
 Drugs, 34, 76, 86, 87, 94, 101
 Education, 10, 13, 20, 24, 33, 38, 41, 73, 77, 86, 87, 89, 94, 107, 108, 110, 111, 112, 113, 114, 115, 118, 120, 122, 136
 Emergency management, 52, 53, 56
 Employment, 10, 20, 24, 38, 110, 114, 117, 118, 120, 121, 122, 131, 136
 Environmental sustainability, 135
 Food and nutrition, 11, 59, 60, 67, 82, 83, 84, 85
 Gratuities and money management, 73, 94, 96, 110
 Health
 Aboriginal Health Workers, 71
 Health worker, 8, 36, 68, 70, 71, 72, 74, 76, 81
 Hygiene and environmental health, 67
 Mental health care, 8, 17, 28, 40, 41, 42, 47, 68, 70, 72, 79, 80, 81
 Physical health care, 68
 Independent Visitors, 20, 44
 Individual Case Management, 42, 106, 107, 111
 Induction, 12, 20, 31, 132
 Infrastructure, 17, 21, 26, 29, 56, 67, 93, 123
 Legal resources, 11, 16, 18, 45, 49, 50, 55, 76, 116, 135
 Libraries, 11, 45, 116
 Management and treatment of substance abuse, 86
 Management regimes, 40, 41
 Mixed gender facilities, 28, 92
 Occupation Health and Safety, 66, 68, 82, 121, 125
 Offender programs, 10, 13, 20, 24, 28, 38, 41, 56, 64, 86, 88, 89, 92, 106, 108, 110, 111, 112, 113, 114, 115, 116, 118, 122, 123, 132
 Preparation for release, 14, 106, 107, 117, 118, 131
 Prisoner purchases, 94, 96
 Property, 9, 11, 12, 18, 58, 59, 94, 97, 103, 134
 Protection or protected custody, 13, 16, 21, 38, 42, 47, 65, 83, 92, 96, 101, 122, 130, 135
 Reception and admission, 6, 8, 9, 65, 70

- Records management, 34, 43, 51, 54, 77, 92, 94, 107, 132, 134
- recreation, 24, 41, 65, 78, 92, 116
- Recreation, 92, 93
- Religious and spiritual needs, 13, 84, 90, 131
- Remand prisoners, 10, 11, 12, 13, 19, 79, 80, 100, 108, 130
- Security, 13, 14, 15, 17, 21, 22, 23, 27, 28, 29, 30, 33, 34, 36, 37, 38, 40, 41, 42, 45, 48, 50, 51, 52, 54, 57, 59, 61, 64, 74, 77, 81, 90, 92, 97, 98, 101, 102, 104, 107, 117, 127, 128
 - Dynamic security, 22, 30, 37, 38, 41, 52
 - Procedural security, 22, 30, 33, 40, 52
- Sentence administration and release arrangements, 15, 18, 19, 22, 40, 63, 66, 77, 80, 87, 88, 94, 97, 100, 101, 107, 112, 113, 114, 117, 118, 119, 122, 131, 134
- Shared cell, 16, 22
- Smoking, 57, 68, 89
- Special emergency-type units, 50
- Staff, 6, 8, 11, 13, 14, 19, 21, 22, 24, 25, 26, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 42, 43, 44, 48, 49, 50, 51, 54, 55, 57, 58, 59, 62, 63, 64, 68, 73, 76, 78, 80, 81, 83, 88, 89, 90, 99, 104, 107, 111, 112, 115, 118, 121, 124, 125, 126, 128, 129, 131, 133, 134, 136
- Training, 125
 - Staff training, 125
- Transport of prisoners, 18, 57, 58, 59, 60, 86, 103, 119, 136
- Use of force, 33, 48, 49, 50, 55, 58
- Visitors, 21, 31, 33, 34, 36, 38, 44, 54, 95, 100, 101, 102, 103, 104
- Weapons and restraints
 - Restraints, 48, 49, 61, 105
 - Weapons, 48, 49, 50, 51
- Women
 - General, 5, 14, 17, 27, 28, 59, 64, 68, 73, 92, 108, 116, 117, 130
 - Pregnancy, 27, 28, 57, 60, 73
 - Women prisoners with infants and children, 64
- Work Health and Safety*, 37, 49

