

INQUIRY INTO PARKLEA CORRECTIONAL CENTRE AND OTHER OPERATIONAL ISSUES

Organisation: Corrective Services NSW, Department of Justice

Date Received: 24 September 2018

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**Legislative Council Portfolio Committee No. 4 —
Legal Affairs**

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CENTRE AND OTHER OPERATIONAL ISSUES**

AUGUST SITE VISIT REPORT

21 September 2018



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The Hon. Robert Borsak MLC
Chair
Legislative Council Portfolio Committee No.4 Legal Affairs
NSW Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Mr Borsak

Inquiry into the Parklea Correctional Centre and Other Operational Issues.

This submission has been prepared based on the site visits conducted on 1 and 3 August 2018 when the Committee visited Hunter, Macquarie and Wellington Correctional Centres. This submission includes the information that was discussed during the visits, updated benchmarking figures and copies of the presentation slides shown at each location.

Yours sincerely



ROSEMARY CARUANA
A/COMMISSIONER

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1. Introduction

1. As part of the Upper House Inquiry into Parklea Correctional Centre and Other Operational Matters, Corrective Services NSW (CSNSW) has facilitated site visits to support the Committee's inquiry.
2. On 1 and 3 August 2018 the Committee visited Hunter and Macquarie Correctional Centres respectively, to gain an immersive understanding of Rapid Build Prisons (RBPs). The Committee also visited Wellington Correctional Centre on 3 August 2018 to see a benchmarked facility in operation. This submission includes copies of the content presented at each site as well as formally providing information that was discussed over the course of the visits and in response to questions raised.
3. In addition updated benchmarking data is included. As implementation progresses, the final figures for sites become available along with additional information of the effect on role numbers.
4. This document does not seek to duplicate the original submission and as such, where relevant will direct the reader to the original submission.



2. Hunter Correctional Centre

5. Hunter Correctional Centre (Hunter) is a new 400-bed maximum security facility for male inmates. Located on the existing Cessnock Correctional Complex, the facility is one of two RBPs in NSW.
6. Hunter began receiving inmates in early February 2018. Initially the numbers were kept low while final commissioning and testing was completed. Once complete, the centre population was ramped up over three weeks and the centre has been operating at capacity since April.
7. The cohort at Hunter is mixed classification up to maximum security. Inmates at Hunter are on Special Management Area Placement (SMAPs/protection) or non-association classification.

Visit and education summary

Itinerary overview:

Wednesday 1 August 2018, 10am-1:15pm

- Welcome/overview of Hunter Correctional Centre;
- Gatehouse entry;
- Industries area; upholstery, light engineering and heavy engineering;
- Education and programs area (including a trip to the oval to see the rugby league referee course taking place);
- Accommodation area;
- Control room, catwalk above accommodation pod and Immediate Action Team (IAT) office; and
- Clinic

Education opportunities currently available include:

- Technical Drawing;
- Engineering, Certificate II;
- Working Effectively with Others;
- Horticulture Certificate II;
- Level 2 Foundation (Numeracy and Literacy);
- Hospitality Certificate II;
- Business Certificate II;
- Creative Industry, Music & Art, Certificate II; and
- National Rugby League Level 1 Referee.

Note: The presentation given on 1 August 2018 is at Appendix 1.

2.1 Rapid-Build Prisons - early comparative data

8. Detailed information about RBP design and implementation can be found in Part 2 of the original submission. At the time of the submission there was no comparative data on key indicators available to include. Table 2.1 compares data from Hunter and Macquarie with the combined rates from other maximum security facilities over the same six month period. It is too soon to be definitive but early indicators are positive with assault and use of force rates lower than other maximum security centres.

	Macquarie CC January - June 2018	Hunter CC* February - June 2018	Other max January - June 2018
Average UOF rate per 100 inmates	3.87	3.07	11.69
Average inmate assault rate per 100 inmates	7.04	4.78	16.68
Average inmate assault on staff rate per 100 inmates	0.35	0	1.44

Table 2.1 Comparative data Macquarie, Hunter and Other max

* Hunter Correctional Centre only became operational in February 2018 and figures have been adjusted.

Note: Data provided above is the average rate per 100 inmates over the six month period from January to June 2018. Data provided in CSNSW's response to Questions on Notice (2/5/2018) provided the average rate per 100 inmates per month for the months specified, attached at appendix 4 for your reference.

2.2 Corrective Services Industries

9. Across all three site visits the Committee observed inmates engaged in industries. Almost 80 per cent of eligible¹ inmates in NSW are employed in commercial or service industries.²
10. The commercial arm of Corrective Services NSW, Corrective Services Industries (CSI) operates over 100 commercial business units and service industries teams, located in metro and regional correctional centres across NSW.

¹ "Eligible": Excludes prisoners in full-time education or other full-time programs as well as those whose situation may make them ineligible to participate in employment, such as prisoners whose protection status precludes their access to employment, fine defaulters who are in prison custody for only a few days, hospital patients or aged prisoners who are unable to work, prisoners at centres where the jurisdiction's policy is not to provide work or where work is not available (for example 24-hour court cells), and remandees who choose not to work. Periodic detainees are not included in this count.

² Productivity Commission, 'Report on Government Services 2018 (RoGs)', Australian Government, Productivity Commission, Australia, Public Service Commission, Part C, chapter 8, p.52 Table 8A.11. <https://www.pc.gov.au/research/ongoing/report-on-government-services/2018/justice/corrective-services> (Accessed day month year 30/08/2018).

11. The employment opportunities provided by CSI support reducing re-offending initiatives by providing meaningful engagement for inmates to learn practical skills, gain experience and earn money.
12. Employment levels at Hunter and Macquarie Correctional Centres are close to one-hundred percent due to the structured day which requires all inmates to be employed as well as participate in programs or education.
13. CSI offer a wide range of products and services that support a framework of self-sustainability.
14. At Hunter the Committee observed inmates engaged in upholstery work where they were manufacturing pillows and mattresses for other CSNSW facilities. Inmates were also producing the CSI designed, privacy screens for accommodation pods. In heavy engineering at Hunter, the Committee saw inmates producing the bunks for CSNSW modular cells.
15. At Wellington the Committee observed inmates manufacturing the foil products used by CSI to package inmate meals. Other industries at Wellington include a bakery where CSI baked goods are produced for distribution across correctional centres in the central west region.
16. In addition to providing for CSNSW's own needs, CSI also hold commercial contracts across a variety of industries including; textiles, furniture, print services, engineering, aboriginal art, building projects, laundry services, food services, agriculture, technology and affordable housing.



3. Macquarie Correctional Centre

17. Macquarie Correctional Centre is a new 400-bed maximum security facility for male inmates. The facility is one of two RBPs in NSW. The centre operates around an extended structured day for inmates and houses mainstream maximum security offenders.
18. After initial commissioning and testing with minimum security inmates in November and December 2017, Macquarie has been fully operational since January 2018.

Visit and education summary
Itinerary overview:
Wednesday 1 August 2018, 10am-1:15pm <ul style="list-style-type: none">• Friday 3 August 2018, 12:30pm-2pm• Welcome/overview of Macquarie Correctional Centre• Gatehouse entry;• Visits area and café;• Education and programs;• Accommodation area;• Case management office
Education opportunities currently available include:
<ul style="list-style-type: none">• Hospitality up to Certificate III;• Barista course, Statement of Attainment;• Food Handling (can be stand alone or as part of Hospitality Certificates);• Horticulture Certificate II and III;• National Rugby League Level 1 Referee; and• Fitness Certificate III and IV.
Note: The presentation given on 3 August 2018 is at appendix 2

3.1 Dormitory life

19. Inmates at Macquarie were asked about noise levels in the dormitory pods. The overall response was that noise levels were not a major concern. Inmates pointed out headphones are required for their IPTV devices and ear plugs are available, to counter cohabiting noises such as snoring.
20. Contrary to initial assertions that dormitory-style accommodation could increase stress, bullying and assaults this has not been reported nor borne out in comparative data (see table 2.0). Some of the inmates the Committee spoke to reported feeling more relaxed and safer in the new environment.

21. Inmates spoke positively about the increased availability of offender telephones and extended access times, which allow them to call family.
22. Centre management continue to adapt and where practicable respond to inmate requests. Initially, dormitory lights were on a timer and went out daily at 10pm. With the structured day and 6am start, some inmates found this too late. Now inmates have the option to turn off the lights in the dormitory themselves prior to 10pm. Individual lights in the pod allow other inmates to continue with other activities should they wish.

3.2 Case management units

23. At Macquarie Correctional Centre the Committee spoke with staff in the Case Management Unit (CMU) and heard first-hand about the new case management model.
24. Case Management Units are part of the NSW Government's Strategy to Reduce Reoffending which includes \$330 million over four years to drive down re-offending. The new model targets medium and high risk offenders. CMU staff will work with inmates to provide a person centred and dynamic model of continuous case management, utilising the Risk, Need and Responsivity Principles.³ This new model will enhance the rehabilitative benefit of one to one interactions and provide seamless case management between custody and community.
25. The new model is being implemented at the same time as benchmarking, and is providing job opportunities for staff affected by benchmarking. More than 150 new roles are being established as part of the new model.

³ The Risk, Need and Responsivity Principles are a research based model of providing services and programs to offenders that is associated with a reduction in re-offending.

The Risk principle states that for services and programs to be effective in reducing re-offending, the level of services should be matched by the offender's risk of general re-offending.

The Need principle focuses on the distinction between criminogenic needs and non-criminogenic ones. Criminogenic needs are dynamic attributes of an offender that, when changed, are associated with the possibility of reducing re-offending (e.g. Alcohol and Other Drug use). Non-criminogenic needs are also dynamic and changeable, but these changes are not necessarily associated with the probability of reducing re-offending.

The Responsivity principle states that for services and programs to be effective in reducing re-offending, it should be delivered in a manner that is appropriate to the offender. If an offender is not motivated to change and/or lacks the ability to do so, the rehabilitative effects of interventions are reduced. For example, if an offender is illiterate and/or have an intellectual disability, it may impact on his/her ability to complete certain tasks set out by a program. Through identifying responsivity factors prior to program intervention, CSNSW staff can work with offenders to overcome potential barriers and maximise the benefits of intervention.

CSNSW, 'Offender Assessment', CSNSW Website, Sydney, NSW 2015. <https://www.correctiveservices.justice.nsw.gov.au/Pages/CorrectiveServices/programs/offender-assessment-unit.aspx> (accessed 04/09/2018).

26. More information about the new case management model including Table 3.1 is available on p135-136 of the original submission.

Previous case management model	New case management model
Case planning/management occurs in Case Management Team (CMT) meetings	Case planning conducted by non-custodial staff working in a dedicated Case Management Unit (CMU).
CMTs address classification, placement and case planning in one meeting	Classification and placement will be completed by classification and custodial staff separately as the case planning will be completed by the CMU.
Separation of Community and Custodial case management	Offenders will now have one case plan for life, resulting in integrated community and custodial case management.
Remand inmates do not receive a case plan	Remand inmates will be provided with a basic case plan called a service plan. The information on the service plan is gathered from the Intake Screening Questionnaire (ISQ).
Case plans reviewed when classification and placement is reviewed.	Case plans will be reviewed based on the inmates' level of risk and need.
Custodial officers receive a case management allowance.	No change – correctional officers will still receive a case management allowance.
Custodial officers have caseloads and case note interactions with offenders.	No change – custodial officers will have caseloads and case note interactions.

Table 3.1 Previous and new case management model comparison



4. Wellington Correctional Centre

27. Wellington Correctional Centre (Wellington) opened in 2007. It currently houses male and female inmates (in separate compounds) up to maximum security. Wellington has a maximum capacity of 748 beds. The visit to Wellington provided the Committee the opportunity to inspect a benchmarked correctional facility.

Visit and education summary

Itinerary overview:

Friday 3 August 2018, 10am-12:15pm

- Welcome/overview of Wellington Correctional and benchmarking process;
- Gatehouse entry;
- Industries area; inspected the Corrective Services Industries (CSI) foil packaging;
- Accommodation area – male maximum-security;
- Buy ups processing and packaging;
- Education and programs;
- Reception and clinic; and
- Female accommodation and High Intensity Program Unit (HIPU)

Education opportunities currently available include:

- Work Health and Safety;
- First Aid;
- Fork Lift License;
- Kitchen Skills;
- Food Safety;
- Bakery traineeship;
- Laundry operations traineeship;
- Warehousing traineeship; and
- Welding traineeship.

Note: The presentation given on the day has been provided at appendix 3.

4.1 Benchmarking

28. As outlined in Part 3 of the original submission, once implemented, benchmarking will provide more consistent and specialised staff deployment. It will increase efficiency and improve accountability across CSNSW correctional centres. Benchmarking will also see a leaner management structure, and increase the number of permanent frontline staff on the roster for the same number of posts at any one shift.
29. During the visit, discussions paid particular attention to the consultation process and the impact of benchmarking on the staffing profile at Wellington. In addition, the new custodial management structure, updated shift formula and the implementation of outcome focused key performance indicators were also points of focus.

4.1.1 Wellington benchmarking consultation

30. Benchmarking consultations commenced at Wellington in March 2017. All members of staff at Wellington were invited to take part in the consultation phase which began with an initial session, delivered by senior CSNSW staff, to centre staff and managers. On-going discussions with the prison's Local Board of Management and Prison Officers Vocational Branch and Commissioned Officers Vocational Branch of the Public Service Association were also part of the consultation phase.
31. Subsequent to the initial consultation meetings a core team made up of a cross section of centre staff was established. Guided by the centralised CSNSW Benchmarking Team they set to work over the next three months to develop their own benchmarking plan. The plan considered the centre's activities, potential risk factors, the proposed benchmarks and the resources required to achieve performance outcomes. During the three month consultation period, local staff were empowered to develop innovative ways of achieving efficiency, while also having the opportunity to provide extensive feedback and suggest changes to the draft benchmarks. At Wellington, as is the case in an overwhelming number of correctional centres, changes were made following consultation with staff and the union.
32. After three months planning and consultation the local benchmarking proposal was approved. Implementation began in July 2017 with the new roster and staffing model taking effect in October 2017.
33. Table 4.1.1 shows the staffing profile of Wellington before consultation and the final profile. Also included are staff numbers that were outside of the benchmarking scope.
34. Following consultation the proposed reduction of 19 roles was reduced to 15. Over and above benchmarks new roles have been added to account for the growth that has occurred since draft benchmarks were set in mid-2016. Wellington retained nine roles to support the increased inmate population and subsequently added an additional four roles to support an increase in the number of inmates on remand.
35. Further information about the consultation, implementation and transition at Wellington can be found at appendix 3. Information about the benchmarking consultation process more generally is outlined in the original submission pp.129-134.

Table 4.1.1: Pre, draft and post benchmarking profiles

*Additional staff to facilitate placement of three out and remand beds.

	Classification	Current	Approved Benchmark	Impact - Current v Approved	Extra beds - Post July 2016*	HIPU	Case Management	New Build - 400 beds (Macquarie)	New Roles Created
Benchmarking Program	Custodial	GOV	1	0				1	1
		MOS	1	0				0	0
		SAS	3	4				6	6
		AS	10	-10				0	0
		SCO	33	25	2			38	40
	CSI	CO	86	87	11			125	136
		subtotal	134	-13	13	0	0	170	183
		Ops Manager	1	0				1	0
		MOI	1	0				1	1
		MBU		0				2	2
	OS&P	ASI	2	0					0
		SOS	7	0				7	7
		OS	24	24				22	22
		Clerical/Admin		0				1	1
		subtotal	35	35	0	0	0	33	33
Out of Benchmarking Scope	Administration	MOSP	1	0				1	2
		Snr Psych		0				1	1
		Psych	3	3				2	3
		Snr SAPO	2	0				1	3
		SAPO	12	10	-2			6	21
	Education	Mentor	1.5	1.5					0
		subtotal	19.5	-2	0	19	0	11	30
		In Scope Benchmarking Total:	188.5	-15	13	19	0	214	246
		Clerk 11/12							0
		Clerk 9/10	1	0					0
	Classification	Clerk 7/8	1	0				1	1
		Clerk 5/6	0	0					0
		Clerk 3/4	2	0				2	2
		Clerk 1/2	7	7				4	4
		Clerk GS	3	3				1	1
Out of Benchmarking Scope	Custodial Case Management	subtotal	14	0	0	0	0	8	8
		Ed SC 7/8	1	0				1	1
		A&PO 5/6	2	0				1	1
		Cor. Ed Off	1	0					0
		LN Teacher	4	0					0
	Sentence Admin	subtotal	8	0	0	0	0	2	2
		Clerk 7/8	1	0					0
		Clerk 5/6	1	0					0
		Clerk 3/4	1	0				1	1
		subtotal	3	0	0	0	0	1	1
	OSU	Clerk 7/8							1
		Clerk 5/6	0	0	0	0	2	2	4
		Clerk 3/4	1	0			10	9	15
		subtotal	1	0				1	19
		Clerk 5/6	2	0				1	1
Out of Benchmarking Scope	CSI	Clerk 3/4	3	0	0	0	0	2	2
		subtotal	2	0	0	0	0	2	2
		Clerk 3/4	2	0	0	0	0	2	2
		subtotal	1	0	0	0	0	0	0
		Driver	1	0	0	0	0	0	0
	Out of Scope Benchmarking Total:	subtotal	31	0	0	0	0	24	34
		Total:	219.5	-15	13	19	10	238	280

4.1.2 Changes to custodial management structure

36. Benchmarking results in a leaner, flatter management structure, that deploys resources more efficiently and supports staff specialisation and development. The new structure establishes a consistent model that better reflects the size and complexity of individual centre operations.
37. In flattening the custodial management structure the Assistant Superintendent (AS) rank ceases to be used in correctional centres. This decision was taken after consultation with the Public Service Association. The duties previously executed by AS's have been redistributed through a reconfiguration of roles and responsibilities.
38. The new model has established dedicated functional manager roles at the Senior Assistant Superintendent (SAS) rank. These managers are responsible for the specific prison functions of accommodation, security, structured day, and specialist support roles in intelligence and case management. These positions are now filled by one ongoing occupant per role, rather than the previous model of significant rotation through managerial roles. More information is available on pp.128-129 of the original submission.
39. Throughout the benchmarking process, CSNSW has been implementing recruitment measures to support internal access to roles, to retain expertise and reduce displacement. In addition, CSNSW has aligned the roll out of benchmarking to complement the infrastructure expansions and the roll out of the new case management model further reducing displacement and retaining experienced staff.
40. Reducing the number of roles does not equate to staff job losses. At many centres benchmarking has created additional roles at the SAS level and a large number of AS's impacted by benchmarking have been promoted to SAS roles Table 4.1.2 shows the number of staff promoted to SAS roles from AS positions due to benchmarking. It also shows the number of staff at all ranks who have moved to case management roles or taken redundancies. Many more staff are being retained in new roles than are leaving CSNSW.

Action	System wide	Wellington & Macquarie
Staff promoted to SAS role as a result of benchmarking	76*	8
Staff moved to new case management roles as a result of benchmarking	11	0
Voluntary redundancies approved	29	1

Table 4.1.2 Role creation and movement (data as at 28 August 2018)

* 56 staff have formally commenced in their new position, an additional 20 promotions will formally commence, pending the centre's transition to their benchmarked model.

4.1.3 New shift formula results in more staff for each post

41. Prior to benchmarking the shift formula operated on the assumption that an officer would perform 209 shifts per year. In reality officers perform about 190 shifts per year. This difference resulted in staff shortages on the roster and potential lockdowns for inmates in prisons.
42. The 195 formula assumes that an officer will work 195 shifts per year, more accurately reflecting various leave and other time away from duties over a year.
43. The shift formula is used to determine the number of Full Time Equivalent staff (FTE) required to provide coverage for a post. By reducing the number of shifts to 195, there will be better staff coverage for each post, minimising gaps in the roster and reducing the occurrence of lockdowns and the need to reallocate posts to cover shortages. CSNSW is aware the 195 formula will for some centres require more attendance and continues to work to improve staff attendance.
44. Table 4.1.3 shows the effect on FTE roles per post comparing the 209 and 195 formulas. For example to fill a post required for 7 days for 8 hours, the 209 formula would provide 1.746 FTEs, while the 195 formula will provide 1.871 FTEs.

Post	12 hour shift		8 hour shift	
	209 FTE	195 FTE	209 FTE	195 FTE
2 day + PH	0.818	0.876	0.545	0.584
5 day	1.794	1.923	1.196	1.282
5 of 7 day	1.866	2.000	1.244	1.333
7 day	2.619	2.807	1.746	1.871

Table 4.1.3 209-195 staff shift formula comparison

4.1.4 Outcomes and KPIs

45. Benchmarking has introduced a performance framework, with Key Performance Indicators (KPIs) that centres will be measured against. This will be consistently applied across the system. Adopting a more consistent outcome focused approach will help to identify areas where prisons are performing well and areas in which improvement is required.
46. CSNSW is in the process of finalising the performance measurement methodology framework ahead of a staged roll out across benchmarked correctional facilities.
47. This will also provide a consistent means by which to measure the performance of public and private operations in NSW. For a detailed breakdown of the outcomes and KPIs being measured, please refer to p123 of the original submission.

4.1.5 Updated benchmarking figures

48. As the implementation of benchmarking continues at correctional centres across the state many of the draft benchmarking numbers that were included in the March submission (pp.133) have changed. More centres have finalised consultation with many adding roles back in as part of the process.
49. Table 4.1.5 shows the figures as at 28 August 2018.
50. The moderated draft staffing benchmarks for each centre apply to the prison's staffing as it was in July 2016 for Custodial Corrections, Corrective Services Industries and Offender Services and Programs. Draft benchmarks presented to staff and the union at the start of consultations indicated possible reductions across the system in prison-based roles of around 312 FTEs. During consultations over 75 roles have been added back into the system and this is expected to grow as centre benchmarks are finalised. At present the total number of approved role reductions is 235.3FTEs. Based on the current negotiations at centres without approved benchmarks CSNSW expect this to reduce further to around 215 FTE roles. Importantly, over 1,500 new jobs are being created through prison expansion projects and reducing reoffending initiatives, with staff affected by benchmarking being given priority to these roles.
51. These figures refer to role numbers and do not represent the number of staff who will leave CSNSW. Many staff have been promoted or moved into other roles due to growth across the system. Since the draft benchmarks were set, there has been significant growth across the system including; expansions and the roll out of reducing re-offending initiatives.
52. Over 1500 new centre based roles are being created through expansion projects and reducing re-offending initiatives. In addition, more roles will accompany the expansion at Dillwynia Correctional Centre and the hardening⁴ at Outer Metropolitan Multi-Purpose Correctional Centre (OMMPCC). In addition to the more than 1,500 new centre based roles that are being created through expansion projects and reducing re-offending initiatives, more roles will accompany the expansion at Dillwynia Correctional Centre and the hardening at Outer Metropolitan Multi-Purpose Correctional Centre (OMMPCC).



⁴ OMMPCC currently houses minimum security inmates. Once the hardening is complete some sections of the facility will be fit to house medium security inmates.

	Centre	Launch date	Pre-benchmark FTE# as at July 2016	Change under draft benchmarks	Change under approved benchmarks (post consultation)	Approved benchmark FTE*	New jobs created**	Net impact on roles with new jobs creation ^	Comments
Approved Benchmarks	South Coast Correctional Centre	20-Jul-16	187	-12	-9	178	184	175	New jobs includes Illawarra Reintegration Centre
	Mid North Coast Correctional Centre	25-Jul-16	172	-7	-4	168	145	141	
	Wellington Correctional Centre	17-Mar-17	188.5	-19	-15	173.5	280	265	New jobs includes Macquarie Rapid Build
	Silverwater Women's Correctional Centre	20-Mar-17	186	-21	-17	169	97	80	New jobs includes Mary Wade Correctional Centre
	Broken Hill Correctional Centre	22-Mar-17	43	2	6	49	2	8	
	Ivanhoe Correctional Centre	23-Mar-17	18	-1	0	18	1	1	
	Brewarrina Correctional Centre	29-Mar-17	19	1	3	22	1	4	
	Berrima Correctional Centre	6-Jun-17	40	-4	0	40	2	2	
	Kariong Correctional Centre	6-Jul-17	52	-1	1	53	1	2	
	St Heliers Correctional Centre	31-Jul-17	68	2	2	70	5	7	
	Mannus Correctional Centre	10-Aug-17	41	-4	-2	39	4	2	
	Glen Innes Correctional Centre	11-Oct-17	43	2	2	45	3	5	
	Tamworth Correctional Centre	19-Jul-17	47	2	3	50	6	9	
	Cessnock Correctional Centre	4-Aug-17	296	-36	-36	260	422	386	Includes new jobs at Hunter Rapid Build
	Grafton Correctional Centre	10-Oct-17	91	0	0	91	8.5	8.5	
	Dawn De Loas Correctional Centre	31-Oct-17	128	-4	-2	126	20	18	
	Outer Metropolitan Multi-Purpose Correctional Centre	1-Nov-17	108.5	-1.5	0.5	109	7	7.5	Additional beds will come on line with proposed hardening of the facility.
	Kirkconnell Correctional Centre	15-Feb-18	53	0	2	55	5	7	
	Cooma Correctional Centre	8-Aug-17	54	-1	5	59	11	16	
	Dillwynia Correctional Centre	28-Sep-17	142	-18	-13	129	12.5	-0.5	Additional jobs will be created for the expansion. Staffing numbers yet to be finalised.
	Metropolitan Special Programs Centre	19-Oct-17	416	-46	-27	389	29	2	
	Lithgow Correctional Centre	14-Feb-18	159	-13	-10	149	6	-4	
	Oberon Correctional Centre	13-Feb-18	42	-5	-1	41	3	2	
	Bathurst Correctional Centre	16-Feb-18	192.8	-22.8	-18.8	174	98	79.2	
	Special Purpose Centre	25-Oct-17	57	3	3	60	2	5	
Not Approved	Emu Plains Correctional Centre	26-Sep-17	75.5	-5	Not final	Not final	4	-1	
	Long Bay Hospital	26-Oct-17	228	-29	Not final	Not final	3	-26	
	Goulburn/HRMCC	10-Apr-18	295	2	Not final	Not final	9	11	
	MRRC	26-Jul-18	368	-76	Not final	Not final	191	115	
	TOTAL			-312.3	-235.3		1562	1326.7	

Table 4.1.5 Benchmarking progress (data as at 28 August 2018)

Notes:

This refers to the combined full-time equivalent roles as at July 2016 in Custodial Corrections, Offender Services and Programs and Corrective Services Industries, which are the only business units subject to benchmarking.

* This refers to combined full-time equivalent roles under approved benchmarks in Custodial Corrections, Offender Services and Programs and Corrective Services Industries, which are the only business units subject to benchmarking.

** This includes prison new builds, expansions, reducing reoffending reforms and other role creation over and above July 2016 benchmarks.

^ Figures are based on presumed impact of draft benchmarks which have not been finalised and will vary if final benchmarks differ.

^^ Based on final and not final benchmarks listed in table.

& Growth compared to finalised and unfinalised benchmarks listed in table.

4.2 Offender Services and Programs

53. CSNSW provide a wide range of programs and services that support inmate rehabilitation. Time out of cells and offence related program completion are both key performance indicators and will be measured across all centres (original submission, p123). Together, these will support inmate availability and access to programs.
54. Prisoner rehabilitation throughout CSNSW is in line with best-practice principles and occurs through an integrated approach that targets education and employability skills as well as health and welfare needs. Delivery is carefully sequenced to maximise the impact for inmates and balance demand for courses. Programs are designed to enhance offender well-being, reduce the likelihood of future re-offending, and help them make positive contributions to the community post-sentence.

4.3 High Intensity Program Units

55. During the tour of Wellington Correctional Centre the Committee visited one of the new High Intensity Program Units (HIPU). These units are part of the Government's strategy to reduce re-offending.
56. Prior to the roll out of HIPUs, short-sentenced (less than six months) inmates have had limited access to rehabilitation interventions to reduce their risk of reoffending. The roll out will see 10 HIPUs installed in seven locations across the State. At Wellington, there are two, one in the female section and one for males. The HIPUs deliver rehabilitation services, programs and enhanced release planning.
57. Participation is mandatory for inmates who meet the eligibility criteria and is prioritised over competing factors such as prison employment. Scheduling of programs is unique to High Intensity Program Units (HIPUs); inmates will generally be participating in programs targeting offending behaviour for half of the day, five days a week (from Monday to Friday) or equivalent.
58. It is expected that the HIPUs will treat up to 1,200 inmates across the correctional system each year and will focus on: Domestic violence, General Violence and Aggression, Female inmates and Aboriginal inmates. Each cohort of inmates will complete their HIPU programs within four months.
59. Approximately 80 roles have been created across NSW to support program delivery in the HIPUs, 19 of these roles will service the two HIPUs at Wellington.



Please note the presentations have been updated to meet corporate stationery requirements. In addition a small amount of information (mostly technical drawings) has been removed for security purposes.

APPENDIX 1: Hunter Correctional Centre Presentation



APPENDIX 1: Hunter Correctional Centre Presentation



Staffing

- 170 – Custodial Officers
- 34 – Industries Officers
- 13 – Education & Program Staff
- 9 – Case Management Officers
- 12 – Administration Staff
- Total – 238

Industries

- Upholstery unit
- Heavy engineering
- Light engineering
- Vocational education unit
- Food services / re-therm kitchen
- Hygiene
- Ground maintenance
- Facility maintenance



Education

- TAFE NSW
 - Technical Drawing - Certificate II Engineering
- BSI
 - Work Effectively With Others - Certificate II Horticulture
 - Level 2 Foundation
 - Certificate II Hospitality
 - Certificate II Business
- ORANA Arts
 - Certificate II Creative Industry, Music & Art
- 358 inmates are engaged in Education or Programs each day

Hunter Correctional Centre

- No Staff assaults
- 4.78 inmate assaults per 100 inmates in first 6 months, compared to 16.68 per 100 inmates for other maximum –security centre’s.
- Inmate-on-inmate assault rates at Rapid Build Prisons have remained substantially lower than other maximum security prisons across the state.
- No Chemical Munitions have been deployed at HCC.
- Rates of misconducts were 6.5 per 100 inmates at HCC, compared to 20 per 100 in other maximum security centres in June.
- There have been no deaths, no escapes and only one self harm incident since the Rapid Build Prisons opened.



Macquarie Correctional Centre

APPENDIX 2: Macquarie Correctional Centre Presentation



Innovation

- Built and commissioned inside of 14 months
- Innovative management model for maximum security
- Focus on staff and inmate culture
- Can-do attitude to corrections and reducing reoffending
- Excellent early results around a reduction in institutional violence and improvements in positive outcomes

A new design - a new way of business

With the design incorporating dormitory-style accommodation instead of traditional cells, a new philosophy was required to manage inmates in this centre.

A technical drawing that appeared on this slide has been removed for security purposes. A similar drawing can be found on p.97 on the original submission.

Community living

The dormitory-style and shared living spaces provide an opportunity for inmates feel part of a community. It is often said that what happens inside a correctional centre is a reflection of society. The aim Macquarie Correctional Centre is to impress upon the inmates the idea of community, choice and personal responsibility.



Inmate benefits

- Community style living;
- Access to new technology – IPTV;
- Choices about after-hours activities;
- Pro-social activities;
- Extended visit times;
- Expanded educational opportunities;
- Increased contact with family. Phone calls from 6.00am to 9.00pm; and
- Improved visits facilities.

Structured day

- Full employment – each inmate is required to participate in 5 hours of employment each day. This is facilitated through existing CSI employment industries.
- Industries at Macquarie Correctional Centre include; light engineering, heavy engineering, laundry, furniture, facilities maintenance, ground maintenance, market garden, cafe and kitchen.
- Each inmate is also be required to participate in 5 hours structured learning and program activities. This is facilitated through core EQUIPS programs. And a variety of education programs including TAFE and vet courses.

Programs and education

Full suite of criminogenic (EQUIPS) programs as well as lifestyle programs such as tai chi, yoga and mindfulness training.

TAFE, BSI & Orana Arts – these educational activities are designed to allow inmates to gain qualifications that have real world employment opportunities when inmates are released and include:

- RSA and RCG
- Hospitality & barista courses
- Food handling
- Fitness leadership
- NRL referee courses
- Cert III and Cert IV training courses
- Horticulture

Additional programs

Café

- TAFE course in hospitality, food handling & barista
- Real industry experience in an area where employment opportunity exists to strengthen course content

Orana Arts partnership: visual arts and audio productions

- Music & visual arts program
- Partnership with local community radio station for broadcasting inmates compositions and performances

Market Garden, propagation & horticulture centre

- Tied in with TAFE horticulture course
- Produce supplies visits café
- Community garden plots for each accommodation pod

Rugby League referee qualification program

- Participants achieve a rugby league referee qualification and link in with paid employment opportunities on release.

Expectations

- While the centre facilitates a higher level of privilege than other maximum-security centres, it is expected that the behaviour from the inmates will be at a higher level than that of other maximum-security centres.
- The activities and amenities in place are a privilege and poor behaviour on the inmate's behalf results in a loss of these privileges and removal from the centre if the inmate does not improve.
- The current accommodation arrangements allow for removal of these from individuals, groups, accommodation blocks or the centre as a whole.

Current figures

- 1 minor staff assault
- 7.04 inmate assaults per 100 inmates in first 6 months, compared to 16.68 per 100 inmates for other maximum-security centres.
- Inmate-on-inmate assault rates at Rapid Build Prisons have remained substantially lower than other maximum-security prisons across the state.
- Chemical munitions have been deployed twice at Macquarie CC. Nil inside the inmate accommodation sleeping areas.
- Rates of misconducts were 16.6 per 100 inmates at MCC, compared to 20 per 100 in other maximum-security centres in June.
- There have been no deaths, no escapes and only one self-harm incident since the Rapid Build Prisons opened.



Wellington Correctional Centre

APPENDIX 3: Wellington Correctional Centre Presentation



2

About

- The Wellington Correctional Centre is a maximum-variable security correctional centre located in Wellington NSW
- The maximum state is 748 inmates.
- Wellington Correctional Centre is a key operational centre in the management and containment of minimum, medium and maximum security inmates within the Western area of NSW.
- The centre is the major reception centre for the central & far west of NSW.
- The centre operates modern electronic security and surveillance equipment, in containment of the inmates, in addition to standard operating procedures which detail the ongoing security duties of custodial officers.

About

- The risk of violent incidents is mitigated at Wellington Correctional Centre via the operation of the Immediate Action Team (IAT), comprehensive camera surveillance and effective intelligence gathering, assessment and management of security risks. A two tier immediate response plan is in effect and is drilled regularly.
- The centre is the largest employer in the Wellington community. The centre is a good corporate citizen and is involved heavily in council and charitable organisations via its ongoing community projects team which operates 5 days per week in the local community.
- The centre's structured day is based around the delivery of a high level of programs, vocational and educational opportunities in order to reducing re-offending.

Benchmarking

Consultation phase

- Benchmarking consultation commenced at Wellington Correctional Centre in March 2017.
- All staff at Wellington Correctional Centre were invited to participate in the benchmarking committee. This received a large interest, allowing all staff to be included in the planning process.
- From the benchmarking committee a core team was created, which included custodial and industrial staff (of all ranks) as well as non-custodial staff.
- The benchmarking team created their own plan for benchmarking, with input from all staff – this had a great effect on the process as staff realised that their input and opinions were important.

Benchmarking

Consultation phase

- All staff were provided with regular progress updates and asked for continuous feedback and input throughout the consultation phase.
- The consultation process was a positive experience for staff, with staff expressing a feeling of inclusiveness throughout.
- The open and inclusive manner in which the process was conducted enabled questions and concerns held by staff to be openly addressed – making the process a positive one.

Benchmarking

Implementation phase

- The Wellington benchmarking proposal was approved in June 2017, three months after consultation began.
- Implementation of benchmarking commenced in July 2017, with the benchmarking roster taking effect in October 2017.
- Ongoing reviews are held to ensure the effectiveness of benchmarked – involving consultation with all stakeholders.
- June 2018 marked the 12 month anniversary of the initial implementation.

Staffing profile

Whilst benchmarking resulted in the reduction of 13 custodial and 2 Services and Programs roles, staffing across the centre has actually increased since the implementation of benchmarking, with the following increases:

- 10 new case management roles- a professional team to concentrate on offender management
- 19 new roles to operate the High Intensity Programs Unit including: 1 Manager of Services and Programs, 1 Psychologist, 2 Senior Services and Programs Officers and 15 Services and Programs Officers.
- 4 new custodial roles to facilitate the placement of remand inmates.
- 9 custodial roles to facilitate three out cell placements (bed increases after benchmarks were set in June 2016).

APPENDIX 4: Excerpt from Corrective Services - *Answers to questions on notice and answers to supplementary questions* – Submitted 13/06/2018, p25.

ANSWER:

Correctional Centre	Period	Inmate on Inmate Assaults	Rate (per 100 inmates)	Comparison Rate (Male maximum security)
Hunter +	Feb 2018	0	0.0	2.9
	Mar 2018	2	0.7	2.7
	Apr 2018	5	1.5	2.6
	May 2018	5	1.4	2.1
Macquarie ++	Dec 2017	0	0.0	3.4
	Jan 2018	0	0.0	3.4
	Feb 2018	1	0.5	2.9
	Mar 2018	2	0.6	2.7
	Apr 2018	4	1.1	2.6
	May 2018	9	2.5	2.1

Note:

- * Numbers are based on counting rules established for the Commonwealth Productivity Commissions Report on Government Services and represent the number of victims injured in each incident involving violence (both assaults and fights).
- + First inmates arrived at Hunter CC on 18 Feb 2018.
- ++ First inmates arrived at Macquarie CC on 20 December 2017. All rates are based on 31 day month equivalents.

