

OFFICE OF THE
CUSTODIAL INSPECTOR
TASMANIA

Lockdowns Review 2021



About this review

This report describes the Custodial Inspector's review of Tasmania Prison Service lockdowns. The review was completed in 2021.

It is available in print or electronic viewing format to optimise accessibility and ease of navigation. It can also be made available in alternative formats to meet the needs of people with a disability.

Requests should be directed to the Office of the Custodial Inspector at:

Telephone: 1800 001 170

Email: custodial.inspectorate@custodialinspector.tas.gov.au

Enquiries about this review should be directed to:

Level 6, 86 Collins Street, Hobart, Tasmania 7000

Telephone: 1800 001 170 (Free call)

Facsimile: 03 6173 0231

Email: custodial.inspectorate@custodialinspector.tas.gov.au

Website: www.custodialinspector.tas.gov.au

ISSN: 2208-682X (Print)
2209-8038 (Online)

Contents

Contents	3
1 Custodial Inspector's overview	4
2 Executive summary	7
2.1 Introduction	7
2.2 Background	7
2.3 Key findings	9
3 Recording and reporting	10
3.1 Report on Government Services	10
3.2 Staff training	12
3.3 Restricted walk groups	13
3.4 Recording unlock times	13
4 Reasons for lockdowns	15
4.1 Staff shortages	15
5 Available out of cell hours	18
5.1 OoCH targets	19
6 Distribution of lockdowns	21
7 Impact of lockdowns	23
7.1 Prisoners	23
7.2 Impact on correctional staff & non-correctional staff	23
7.3 Impact on legislative obligations, human rights and inspection standards	24
7.4 Do increasing prisoner numbers result in increased lockdowns?	26
8 Recommendations	28
Appendix 1 – DoJ Response	29
Comments	29
Response to Recommendations	31
Abbreviations	33

1 Custodial Inspector's overview

The *Custodial Inspector Act 2016* requires me as Inspector to carry out a mandatory inspection of each custodial centre in Tasmania at least once every three years and to report to the responsible Minister and Parliament.

Apart from mandatory inspections, section 6 of the Act sets out the broad range of my functions, including reviewing particular issues:

6. Functions

(1) *The Inspector has the following functions:*

.....

(b) to carry out an occasional inspection and review of any custodial centre at any time, of his or her own accord or as requested by the responsible Minister;

.....

(e) to report to the responsible Minister or Parliament on any particular issue or general matter relating to the functions of the Inspector if, in his or her opinion, it is in the interest of any person or in the public interest to do so;

.....

'Custodial centre' is defined as a prison within the meaning of the *Corrections Act 1997*, and a detention centre within the meaning of the *Youth Justice Act 1997*.

The regime at the Ashley Youth Detention Centre (AYDC), which is managed by the Children Youth and Families unit of the Department of Communities Tasmania, does not include any lockdowns. Nor are there any requirements for AYDC to report lockdown periods for the purposes of the annual Report on Government Services¹ (RoGS). This review has therefore focussed on lockdowns in adult custodial centres in Tasmania, all of which are operated by the Tasmania Prison Service (TPS).

This review has been difficult to undertake for a number of reasons. First, there was a lack of reliable data recording instances of lockdowns across TPS facilities. Second, until recently, TPS had no firm policies or consistent procedures for the recording of lockdowns. Third, I identified lockdowns as an issue requiring review several years ago but as I have indicated in my previous inspection reports and annual reports, resourcing constraints have prevented me from undertaking the review. It is only now possible because I was provided with temporary additional staff resources, and could therefore prioritise it, but the passage of time and the volume of lockdown data made it difficult to focus on historical issues.

Despite these difficulties, I could rely on some data to form useful conclusions and make recommendations. I was also pleased that when I indicated that I was proceeding with this review, TPS advised that it had recently implemented new processes to obtain more accurate data for reporting of out of cell hours. I appreciate that this has involved a significant amount

¹ The annual Report on Government Services is produced by the Australian Government's Productivity Commission and provides information on the equity, effectiveness and efficiency of government services in Australia.



of work by TPS and the Department of Justice (DoJ). I commend both agencies for recognising the importance of accurately reporting out of cell hours and for implementing the new processes.

There are still some concerns with the reporting of lockdowns and their distribution, and this review explains these.

Prior to the publication of this report, DoJ was consulted and invited to comment and correct any factual inaccuracies in it. The DoJ response indicated that it is important to note that when lockdowns occur, essential services and prisoner supports are still maintained. My experience, however, is that this is the exception rather than the rule, particularly in relation to prisoner supports. DoJ also noted that in most instances, prisoners will not be confined within their cells during a lockdown, but within their accommodation units or divisions. This might be so in the case of minimum and medium units, but not in maximum security units and a key finding of this review is that the majority of lockdowns occur in Risdon Prison Complex (RPC) maximum security units. Moreover, the definition of a lockdown includes when prisoners are confined to their accommodation unit or division, and the impact of the lockdown is still severe in terms of prisoners being able to access services.

Another issue raised by DoJ in relation to the report was that the review concentrates primarily on the number of lockdowns recorded and does not provide a detailed summary of the actual out of cell hours (OOCH) achieved. I acknowledge this is the case, as the intention of the review was to focus on lockdowns, the reasons for lockdowns and the ranging impact of lockdowns on prisoners and staff. While OOCH is a consideration in the context of lockdowns, my intention was to highlight that TPS needs to focus on strategies to reduce the overall number of lockdowns, which will increase OOCH.

DoJ was concerned that my review focuses on frequency of lockdowns and did not report that TPS has been undertaking significant work to try to increase the OOCH for Tasmanian prisoners. In this regard, TPS staff expressed frustration at what they perceive to be the Inspectorate not acknowledging their positive work in this area. DoJ has provided some data relating to OOCH for 2020-21 and in acknowledgement of their concerns, this is contained at Appendix 1. It should be noted that the data provided relates to a longer period than this review encompasses, from July 2020 to March 2021. The OOCH in this period has significantly increased due to a number of variable factors including the impact of COVID-19 reducing OOCH in the early part of the period and the trialling of extended OOCH in some regimes towards the end of the period. Regardless of the increase, the fact remains that the daily weighted average of OOCH is still significantly lower than other jurisdictions and does not meet the TPS KPIs, which for secure facilities is nine hours, and 16.5 hours for open facilities.

In respect of lockdowns, DoJ raised some concerns about the way in which the Inspectorate has calculated lockdowns, particularly for accommodation units that operate restricted walk groups. I understood the concern to be that multiple entries are made in the lockdown register when each walk group is locked down. That is, if there are three walk groups, three lockdowns will be recorded but each singular group is only locked down once. The concerns expressed by DoJ are that this method of calculating keeps the calculations accurate but over inflates



the number of individual lockdowns in that unit. I acknowledge the challenges associated with recording lockdowns in walk groups, however, again, the focus should be on implementing strategies to reduce the overall number of lockdowns.

The last point I wish to address in respect of the DoJ response relates to Recommendation 6 which is to implement measures to ensure that the basic human rights of prisoners are met by providing at least one hour per day out of cell. DoJ notes that TPS always aims to deliver prisoners a minimum of one hour in the open air, and this is only not delivered where all possible options have been exhausted. I do not dispute this is the case. The point of this review is that too often all possible options have been exhausted and the minimum one hour is not delivered in contravention of the *Corrections Act 1997*, basic human rights and inspection standards. This has been the case for my entire tenure as Inspector and needs to be addressed as a matter of urgency.

I want to acknowledge the cooperation and assistance we have received from key personnel in TPS in replying to our many requests for information and clarification over the course of the review.

Richard Connock
Custodial Inspector

June 2021



2 Executive summary

2.1 Introduction

This review was undertaken to provide an understanding as to:

- how lockdowns are recorded and reported across TPS facilities;
- how lockdowns are distributed across different TPS facilities and units;
- the reasons behind lockdowns; and
- the ranging impact of lockdowns.

2.2 Background

Tasmanian adult custodial centres

There are five adult custodial centres in Tasmania:

1. Risdon Prison Complex (RPC) – medium and maximum security;
2. Ron Barwick Prison (RBP) – minimum and medium low security;
3. Mary Hutchinson Women's Prison (MHWP);
4. Hobart Reception Prison (HRP); and
5. Launceston Reception Prison (LRP).

Each of these custodial centres is operated as a standalone facility and has its own operating model and daily regime. The facilities are individually responsible for recording information relating to lockdowns and each maintains a register to collate this data. These separate registers feed into a central lockdowns register, recording lockdowns information for all Tasmanian prisons. The central register is maintained by the Performance and Compliance Unit in TPS.

Definition of lockdowns

TPS defines lockdowns as the hours where prisoners are confined to their cells when they would have ordinarily been free to leave their cells or accommodation units for activities such as meals, exercise, work, study etc.

Also relevant to this review are the terms 'time out of cell' and 'out of cell hours' (OOCH). The terms are used interchangeably and are defined by TPS as the number of hours that prisoners are not confined to their cells or accommodation units.

For the purposes of this review, I have adopted these definitions.

To provide clarity and to simply illustrate, a custodial centre's regular regime may be as follows:

Unlock each morning at 8:00am

Lockup each evening at 7:00pm



If the custodial centre does not unlock until 9:00am on a particular day, a one hour lockdown should be recorded. Likewise, if prisoners within the centre, or a particular unit within the centre, are confined to their cells for any period during the day which is outside of the regular regime, or the unit is locked up earlier than 7:00pm, a lockdown should also be recorded for that period.

As noted above, each custodial centre – that is, each prison – has its own regime and in some facilities, particular accommodation units are subject to more open regimes which allow more OUCH. For medium and maximum security facilities, the regular regime usually includes a lockup and unlock time over lunch periods. Any late unlock after a lunch period should also be recorded as a lockdown.

It is acknowledged that lockdowns are sometimes necessary and unavoidable in the correctional environment, particularly when they result from staff shortages or security concerns. Primarily, lockdowns affect the time prisoners are able to spend out of cell but, as I have previously highlighted in inspection reports and annual reports, the effects are far more wide ranging.

Increasing prison population

Tasmania's prison population has risen rapidly over the past few years. With the increase of the prison population an increase in unit lockdowns has also occurred. While it is not clear that they are related, these increases have led to claims that Tasmanian prisons are at the point of crisis, posing risks to the safety of staff and prisoners. This review examines whether prison population has any impact on lockdowns.

With respect to prison population, the Tasmanian government has announced the construction of a new Southern Remand Centre, which is due to open in 2022 and may alleviate some pressures on current prison infrastructure. But up to this point, the prison system has largely absorbed the extra numbers by adding bunk beds to single cells, placing mattresses on cell floors and adding new accommodation units or refurbishing older, sometimes decommissioned, units in existing prisons. The issue of prison capacity will be subject to a separate review at a later date.

Ongoing concerns about lockdowns

Lockdowns and their effects were identified as issues requiring further scrutiny in my *Inspection of Adult Custodial Services in Tasmania: Custody Inspection Report 2018* in which I observed:

The impact of lockdowns is severe and wide ranging. During lockdowns, prisoners have limited access to education, therapeutic counselling and criminogenic programs. Additionally, lockdowns have an impact on family and significant relationships, with planned visits cancelled on short notice, and prisoners experiencing difficulties accessing telephones. The inspection also found that lockdowns limit TPS in delivering reintegration and rehabilitation services.



My concerns were highlighted again in my *Inspection of Adult Custodial Services in Tasmania: Resources and Systems Inspection Report 2019* where I identified that the significant number of frequent and regular lockdowns meant:

- TPS failed to meet inspection standards relating to minimum prisoner out of cell hours;
- there was a decline in prisoner services such as program delivery and planning and reintegration assistance; and
- TPS therapeutic and program staff experienced difficulties accessing prisoners due to the frequency of lockdowns, such that the inspection team noted that activities directed at rehabilitation of prisoners were almost non-existent in all facilities.

My staff have continued to monitor lockdowns and it is apparent that the issues identified in my inspection reports continue to be of concern.

Focus of this review

This review is based on a snapshot of raw data from December 2020, and evaluates:

- the number of lockdowns recorded;
- where lockdowns are occurring;
- the listed reasons for lockdowns;
- OOOH per unit; and
- total number of prisoners per day.

The review also compares different lockdown data sources.

2.3 Key findings

- The majority of lockdowns occur in Risdon Prison Complex (RPC) maximum security units.
- TPS's method of reporting OOOH's and lockdowns has improved since last considered during inspection, but due to inaccurate and inconsistent reporting through each facility, data in the *TPS OOOH Register* still has to be validated and heavily corrected before being accurate enough to be used in reports.
- Staff shortages heavily impact OOOH and cause lockdowns mostly in the Risdon Prison Complex, being the cause of approximately a third of all lockdowns across all facilities for the month of December 2020.
- Even though the prisoner population decreased throughout December 2020, this had no effect on the amount of lockdowns, which actually increased by the end of the month.
- Facility staff recording data in the *TPS OOOH Register* need to be given training to ensure data is entered consistently and accurately, and to reduce the amount of validation and correction of data being completed by the Performance and Compliance Unit.



3 Recording and reporting

3.1 Report on Government Services

The annual Report on Government Services (RoGS) provides information on the equity, effectiveness and efficiency of government services in Australia. The report focuses on social services and:

..... is used by governments to inform planning and evaluation of policies, for budgeting (including to assess the resource needs and performance of government agencies) and to demonstrate government accountability²

The annual RoGS, at Part C Justice (which includes police, courts and corrective services), contains a performance indicator framework. One of the key indicators of performance effectiveness is time out of cells, which is defined as the average number of hours that prisoners are not confined to their cells or units. Time out of cells is broken down into two custody types - open and secure.

Definitions, calculations and collation of data

The TPS lockdowns reporting framework has been developed so as to meet the reporting requirements and definitions of RoGS.

RoGS defines an open prison as a custodial facility where the regime for managing prisoners does not require them to be confined by a secure perimeter physical barrier, irrespective of whether a physical barrier exists. A secure prison is defined as a custodial facility where the regime for managing prisoners requires them to be confined by a secure perimeter physical barrier.³

The calculation of OOOH requires the following information:

- total time out of cell for the accommodation unit or sub-unit;
- daily average of prisoner population for the accommodation unit or sub-unit; and
- total hours of irregular lockdowns for the accommodation unit or sub-unit.

TPS records the time prisoners are unlocked in the morning, locked up for lunch and in the evening, and locked down for any other reason. In addition to the times, TPS also records the reasons for lockdowns in the *TPS OOOH Register*. This data is drawn from information entered into the *TPS OOOH Register* by unit staff at each individual facility⁴. The staff member is generally the unit supervisor in each accommodation unit. The TPS Performance and Compliance Unit validates the data entered before it is used for RoGS reporting.

² <https://www.pc.gov.au/research/ongoing/report-on-government-services/2021/approach/performance-measurement>

³ TPS has determined that all facilities are secure facilities, with the exception of the O'Hara cottages, which are categorised as an open facility.

⁴ Each facility has a tab in the *TPS OOOH Register*, which is an excel spreadsheet, and the data entered in the tabs automatically populates the primary summary.



This is a relatively new process which came into effect in December 2020. The utilisation of the *TPS OUCH Register* is still in its early stages and is currently undergoing fine tuning and improvement from the TPS Performance and Compliance Unit.

Prior to this process coming into effect, TPS used a number of other reports and registers to collect data and report on lockdowns and OUCH in its facilities, including:

- TPS Daily Report, produced by the Performance and Compliance Unit;
- Daily Operational reports, also known as facility briefs, produced by the Facility Correctional Supervisors;
- Out Of Cell Hours Register, produced by the Performance and Compliance Unit;
- Facility Out Of Cell Hours Register, produced by the Facilities Correctional Supervisor;
- RPC Record of lockdowns, produced by the Operations Supervisor RPC; and
- Management Summary, produced automatically from the Custodial Information System (CIS), the prisoner record management system used by TPS.

The reliance on one data source for reporting, derived from each individual facility's OUCH and Lockdown register, is a great improvement.

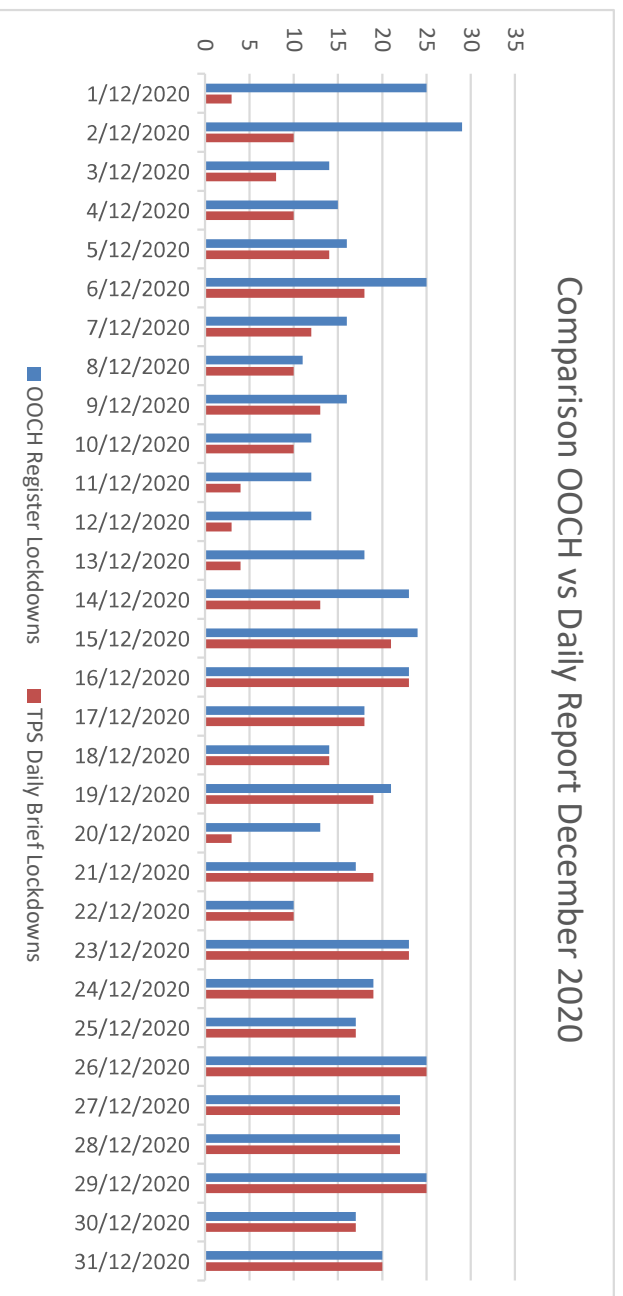
The review found that there are issues arising from duplication of information in the various reports and registers listed above.

Some of these reports and registers record the same information - for example, prisoner numbers, out of cell hours and lockdowns – but often the data cannot be reconciled. Given the range of reports and registers, however, it is understandable that the data recorded is open to error. This review identified inconsistencies in the times information is recorded in the various documents, resulting in data that is accurate at the time of recording, but unable to be matched with data recorded in other reports and registers. Further, some reports and registers required the entry of generic information only, while others required specific details, resulting in further inconsistencies.

The chart below shows a comparison of the *TPS OUCH Register* and the Daily Report generated by the Performance and Compliance Unit each day for the month of December 2020. The chart highlights that during the early part of the month (prior to 16th) there were marked inconsistencies between the lockdowns listed in the *TPS OUCH Register* and the Daily Report. This changed on the 16th when the Performance and Compliance Unit implemented its new process and clearly, it has significantly improved TPS's reporting consistency.



Figure 1: Comparison OOOH vs Daily Report December 2020



Source: TPS OOOH Register

I recommend that TPS reviews the information recorded in facility briefs with a view to standardising the reports for consistency across all facilities. For example if lockdowns are to be recorded in the facility brief it is recommended that the lockdown information is entered into the facility tab in the *TPS OOOH Register* and then copied into the facility brief at the same time each day to ensure consistency of data.

As stated above, there is duplication of information across the various registers and reports. The new lockdowns reporting process does not eliminate this duplication, which is resource intensive as it is manually entered. On querying TPS as to why these multiple reports and registers are kept and produced, my staff were advised that they are a source of information for other purposes, including incident reports and handover of information between staff and different areas. In addition, TPS still checks these various information sources for lockdown information to cross-check what has been input by the facilities into the *TPS OOOH Register*. I would suggest that for efficiency purposes the TPS reporting framework should be reviewed to eliminate unnecessary recordkeeping and reduce the burdensome load of duplicated manual data entry.

3.2 Staff training

This review highlighted the number of staff acting in key operational roles such as Facility Operational Supervisors, both long term and short term, who appear to be unfamiliar with the OOOH recording processes, both old and new. That is, they either do not have access to relevant registers or do not know what registers need to be filled in. In this regard, the Performance and Compliance Unit at TPS provided instructions on the new process in the December 2020 Staff Bulletin and has issued a *How to Guide for Correctional Supervisors*. The guide is very thorough but the instructions are somewhat complex, and I recommend face to face training, which would be beneficial for most staff undertaking the reporting tasks

and would likely result in less work for the Unit in validating and correcting the data in the *TPS OOOH Register*.

3.3 Restricted walk groups

A restricted walk group is a management tool used by TPS within accommodation units whereby prisoners undertake time out of cell as individuals or in individual groups, rather than as the whole population of the unit. Restricted walk groups are used to manage the number of prisoners out of cell at one time and ensure safe staff to prisoner ratio numbers, or for prisoner protection and safety reasons. They are generally only used in maximum security accommodation units.

Restricted walk groups add a layer of complexity to the reporting of OOOH and lockdowns. This is because it is not possible to simply record a whole unit as being either locked or unlocked for the greater portion of a day. For example, a unit may be unlocked for half of the prisoners in say 'Walk Group A', in the morning during which time 'Walk Group B' will be locked down – and vice versa in the afternoon – with both groups locked down over the lunch period. So it is necessary for correctional staff to report on OOOH for the individual walk groups.

For RoGS reporting purposes, the *How to Guide for Correctional Supervisors* issued by the Performance and Compliance Unit provides thorough instructions on how to report the OOOH for individual walk groups. Again, due to the complexity of the instructions, I would recommend face to face training for staff undertaking reporting tasks to ensure a shared understanding of the data required for reporting purposes.

3.4 Recording unlock times

The instructions provided by the Performance and Compliance Unit for recording lockdowns indicates that any late unlock under 30 minutes duration should be counted in the unlock/lockup timings rather than as a lockdown. During December 2020 Mary Hutchinson Women's Prison (MHWP) recorded 61 lockdowns under the 30 minute parameter due to late unlocks. According to the instructions, these should have been recorded in the unlock/lockup timing tab on the relevant register, and would have reduced the lockdowns recorded at MHWP by close to 50%.

In this regard, whilst I understand that there are very real and sometimes unavoidable reasons for late unlocks, 30 minutes is a substantial amount of time to not be recorded as a lockdown. This is especially so for prisoners whose regime might allow for only one or two hours out of cell. Even for those prisoners with longer time out, the compound effect of days or weeks of late unlocks can add up to substantial time that should be recorded as lockdowns. Applying the TPS definition of lockdowns strictly, any late unlock is time where prisoners are confined to their cells when they would have ordinarily been free to leave their cells/units for activities such as meals, exercise, work, study etc.

My Inspection of Adult Custodial Services in Tasmania: Custody Inspection Report 2018 and *my Inspection of Adult Custodial Services in Tasmania: Resources and Systems Inspection*



Report 2019 noted issues with accurate reporting of lockdowns. The *Resources and Systems Inspection Report 2019* contained the following comment:

This is alarming as inaccurate reporting results in the figures for out of cell hours, provided to the Australian Government for the Report on Government Services produced by the Productivity Commission, being overstated.

The instruction to record any delay in unlocking prisoners under 30 minutes duration in the unlock/lockup timings promotes the inaccurate reporting identified in my reports. It is my view that these delays in unlocking prisoners should be recorded as lockdowns in the *TPS OUCH Register*.

I reiterate my previous recommendations that TPS ensures all unlock and lockup times for prisoners are accurately recorded by correctional staff each morning and afternoon such that true records are maintained for statistical and reporting purposes.

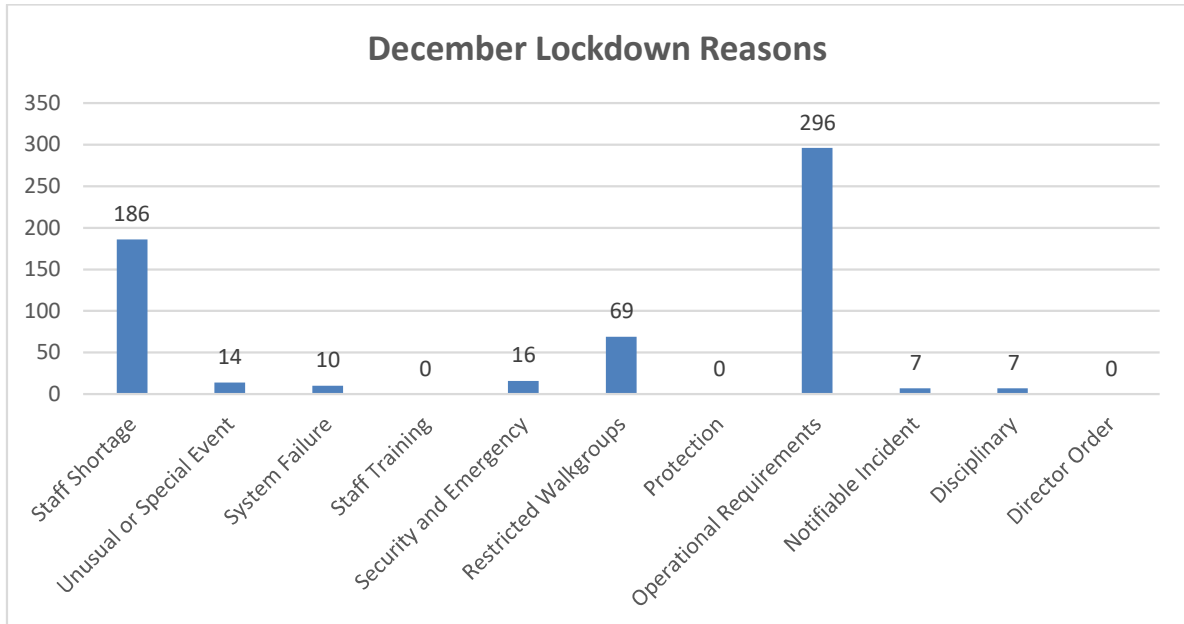
In summary, this review highlighted that Operational Requirements are either over exaggerated or under-reported due to the inconsistent approach by facilities with regard to reporting late unlocks, neither of which are desirable. TPS needs to ensure consistency in reporting across its facilities.



4 Reasons for lockdowns

TPS records the reason for each lockdown in the *TPS OOCH Register*. The raw information recorded in the register for December 2020 has been used to present the chart below.

Figure 2: December 2020 Lockdown Reasons



Source: TPS OOCH Register

The largest reason for lockdowns reported in December was Operational Requirements (296 occasions, or 48.93 per cent). Operational Requirements tended to be used as a generic term for a range of lockdown reasons, and it appears it is used as a default when a more fitting term could have been used. For example, one unit was locked down for an hour while staff were undertaking training. The lockdown reason was recorded as Operational Requirements rather than Staff Training.

4.1 Staff shortages

Figure 2 shows that of the 605 lockdowns recorded at TPS facilities during the month of December 2020, 186 (30.74 per cent) were attributed to staff shortages, where staff numbers could not meet the required staff to prisoner ratio to open the facility to operate according to its usual regime. These lockdowns tended to be longer in duration than those attributed to operational requirements.

In this regard it is important to note that anecdotally, despite significant recruitment activity in recent years, TPS recruitment has only kept pace with its attrition rates. This was highlighted in my *Resources and Systems Inspection Report* at page 31:

The inspection team noted that recruit schools, until recent times, have been ad hoc and infrequent, with no contingency resources for unplanned leave and staff shortages...



The reality is that new graduates from the recruit schools have only been replacing those correctional officers lost through natural attrition. It is noted that TPS increased the number of recruit schools in 2019 to two.

That report indicated that in January 2019, there were 334 lockdowns. 79% were as a result of staff shortages.

I also noted in that report that Inspection standard 134.4 provides that the staffing profile must ensure correctional centre operations are not reliant on overtime and recalls and TPS fails to meet this standard:

TPS fails as it relies heavily on both overtime and recalls to fill vacancies in correctional officer shifts. HR metrics provided to the inspection team reflect excessive overtime and continuous shifts worked in breach of the fatigue policy and the Correctional Officer industrial instrument. Such is the current staffing shortage that on a regular basis TPS is unable to fill all correctional officer shifts despite its reliance on overtime and recalls. TPS advised that overtime of \$7,214,354 was paid in the 2018-2019 financial year.

I understand that the situation remains unchanged and TPS continues to rely heavily on correctional officer overtime to fill vacant shifts with a significant budgetary impact for Government. A range of recommendations were included in my *Resources and Systems Inspection Report* aimed at addressing causes of overtime.

The *Resources and Systems Inspection Report* also highlighted that TPS was failing to comply with legislation, contravening human rights instruments and failing to meet inspection standards when lockdowns prevent prisoners from being able to receive at least one hour out of cell each day, noting at page 48:

For TPS management to continually say they are unable to facilitate prisoner time out of cell because of staffing issues is unacceptable – this situation has been going on for far too long.

Despite a further three recruit schools in 2020 with approximately 70 new recruits, the situation appears to have remained the same and with no contingency resources for unplanned leave and staff shortages, lockdowns continue to increase.

Specific information relating to attrition⁵ rates for TPS was requested from DoJ by me in October 2020 and after follow up on several occasions, was eventually provided in late March 2021 after being collated. I had expected that such information would be readily available, being collated and maintained by TPS and/or DoJ. This information is critical to prison planning, not only to address lockdowns but to plan for future trends in prisoner population, new prisons being built and generally retaining sufficient staffing numbers. This, too, was highlighted in the *Resources and Systems Inspection Report* with recommendations being made. Further, the Auditor-General in his *Tasmania Prison Service: use of resources* report

⁵ The Cambridge Dictionary defines attrition as a gradual reduction in the number of people who work for an organisation that is achieved by not replacing those who leave. More generally, staff attrition refers to the loss of employees through a natural process, such as retirement, resignation, elimination of a position, personal health, or other similar reasons. See <https://dictionary.cambridge.org/dictionary/english/attrition> and <https://jobzology.com/staff-attrition-vs-staff-turnover-whats-the-difference/>



made recommendations in relation to workforce planning to this effect.

The data provided by DoJ indicates that while 203 custodial officers have joined TPS since the 2015-16 financial year, 102 have left the service. Additionally, there are currently 70 correctional officers with active workers compensation claims, 40 of which are not undertaking correctional officer duties.⁶

It is unclear how many correctional officers are on long term sick leave as this data was not provided by DoJ. Again, this information is critical to prison planning and it is surprising that it is not readily available.

From the data provided, it appears that recruitment of correctional officers by TPS is not keeping up with staff attrition. I recommend TPS and DoJ action the recommendations in those reports as a priority to ensure TPS is operationally ready for any future increase in prisoner numbers, and as a means to reduce the number of lockdowns due to staff shortages.

⁶ Thirty correctional officers with current workers compensation claims are performing pre-injury duties or are working modified duties or hours in their substantive position.



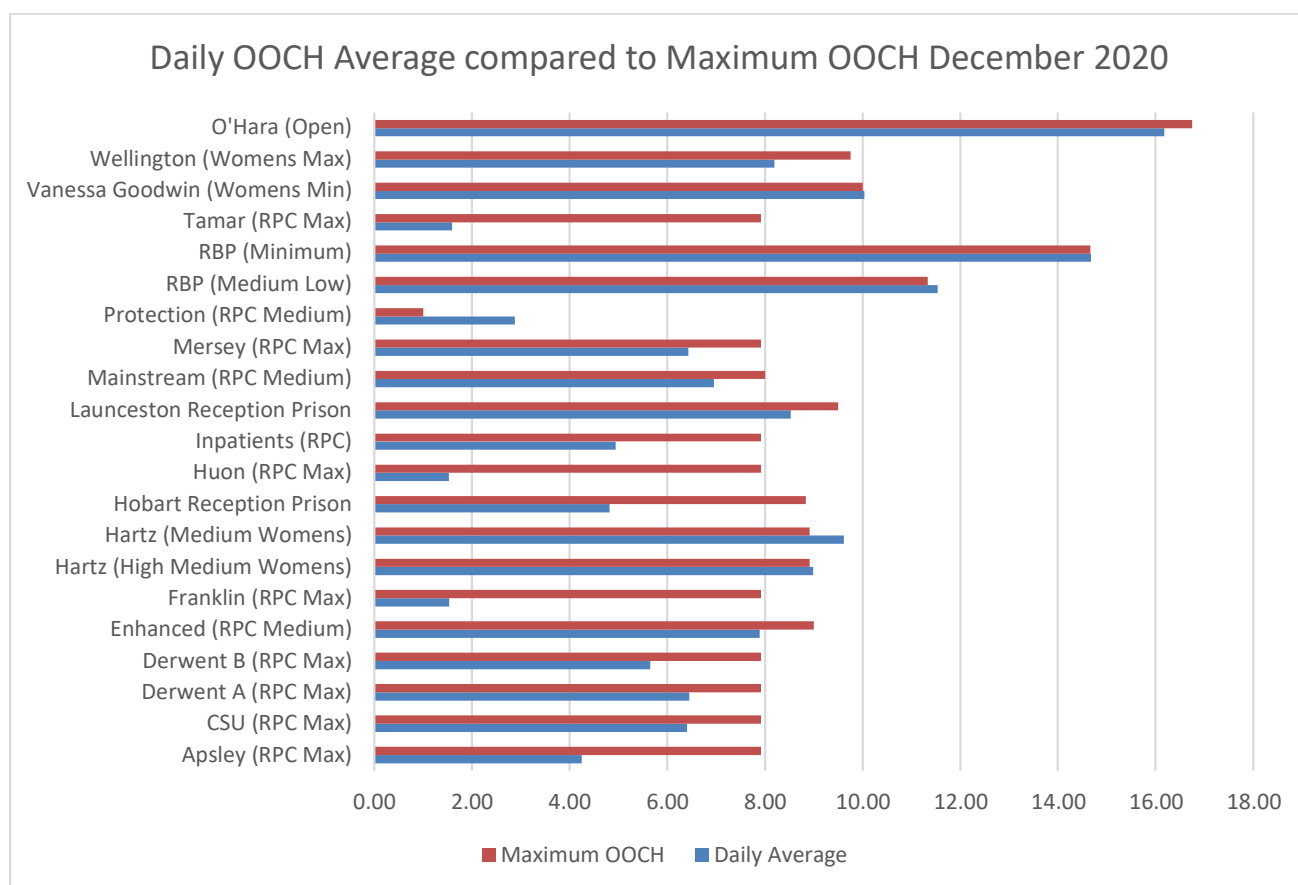
5 Available out of cell hours

The regimes in different facilities result in varied OOOH. For instance, minimum security facilities are likely to have more OOOH while maximum security facilities will have less. In its Corrective Services Interpretative Material, RoGS states:

Prison systems with higher proportions of prisoners who need to be accommodated in more secure facilities because of the potentially greater risk that they pose to the community are more likely to report relatively lower time out-of-cells.⁷

The chart below shows the maximum daily OOOH available to each unit or sub-unit at TPS facilities, and also the daily average hours out of cell for the month of December 2020.

Figure 3: Daily OOOH Average compared to Maximum OOOH per Unit/Sub-unit



Source: TPS OOOH Register

Figure 3 reflects the walk groups and regimes as they were in December 2020. Medium regimes at this time were categorised as 'Mainstream', 'Protection' and 'Enhanced'. The Protection group is made up of prisoners accommodated in Barrington B, C and D. The Enhanced group comprises prisoners accommodated in the Gordon unit together with those in Roseberry D. The Enhanced categorisation reflects that prisoners in this unit and sub-unit are in paid employment and of good behaviour. All other units are categorised as the

⁷ <https://www.pc.gov.au/research/ongoing/report-on-government-services/2020/justice/corrective-services/rogs-2020-partc-8-corrective-services-interpretative-material.pdf>

Mainstream group.

It should be noted that in mid-January 2021, the Medium precinct changed to two regimes, categorised as 'Basic' and 'Mainstream'. The difference between the regimes is the Basic regime (Burbury C) has restricted OOOH's (normally 1.5 hours), occurring at varying times throughout the day, depending on operational requirements. I understand that the Basic regime has been introduced as a behavioural management tool for Medium prisoners. That is, prisoners are accommodated in Burbury C for disciplinary reasons with their OOOH restricted as sanction.

All units and sub-units in RPC Medium, other than Burbury C, are categorised as Mainstream. Of interest, the data analysis identified that some units had more OOOH listed than being available. When queried about this anomaly TPS advised that during December 2020 a number of different initiatives were being tested in RPC Medium, namely extended unlock times (earlier and later). Likewise, some units in MHWP were opened for extended day light savings hours. As discussed in 5.1 these trials have now been completed.

5.1 OOOH targets

TPS's key performance indicators (KPIs) include time out of cells. The KPI for out of cell hours for secure facilities is nine hours, and 16.5 hours for open facilities. To provide context, because the only open facility at TPS is the O'Hara cottages, only 32 prisoners would have the opportunity of 16.5 OOOH if the O'Hara cottages were accommodated to capacity.

Of course, lockdowns will reduce OOOH, for whatever reason they occur. Having analysed the data that underpins this review, it appears though that the impact of lockdowns is greater than originally thought.

TPS's KPIs appear to be based, mostly, on RoGS reporting requirements. In respect of time out of cell, the RoGS 2020 states that:

A relatively high or increasing average time out-of-cells per day is desirable.

In this regard, the RoGS 2020 indicates that in Tasmania in 2018-19 the average time out-of-cell for prisoners per day was 7.9 hours. The average for the rest of Australia for 2018-19 was 9.7 hours per day.⁸ Tasmanian prisoners had almost two hours per day less time out-of-cell than prisoners in the rest of Australia. This is not acceptable and the situation appears to be worsening not improving.

The RoGS 2020 shows a steady decrease in the daily average time out of cells for Tasmania's prisons, to the point that in 2018-19 the daily average is 1 hour 48 minutes less per day than in 2010-11 (7.9 hours in 2018-19 compared to 9.5 hours in 2010-11). That is a significant decrease in time out of cell.

⁸ <https://www.pc.gov.au/research/ongoing/report-on-government-services/2020/justice/corrective-services>



I am aware that in December 2020, TPS took steps to change facility regimes to extend the OOOH available to prisoners. Minimum and medium security units in MHWP extended their open hours due to daylight savings and medium security units in RPC trialled full day unlocks, where operationally possible⁹. Medium security units at RBP were also unlocked for the day at an earlier time in the morning.

Staff have raised concerns that some of these measures compromised prison safety, particularly with regard to visibility in some areas, especially at the end of the day when light was fading. I have also been advised that staff in RPC were not consulted about the change in regime in the Medium precinct, and questioned how the facility could be unlocked all day when staff were entitled to meal breaks. I am told that it was proposed that staff would take their breaks in the facility in which they worked, rather than attending the RPC lunch room. Staff were not happy with this arrangement and I believe it was a contributing factor to the decision to revert to shorter open hours. I have not verified this information, but on receiving the draft report DoJ provided the following clarification:

The assertion that staff were not consulted about the regime change in the Medium Precinct of the Risdon Prison Complex (RPC) is not correct. In consultation with Correctional Supervisors and union representatives, RPC management trialled a number of different relief processes and strategies, receiving little to no feedback from staff. Planned arrangements for meal breaks included utilising the kitchen/dining areas in medium, or the larger kitchen/dining area in maximum. Prison management continues to work with staff to develop appropriate core day models and flexible staffing practices across the services.

The changes were not adopted permanently and whilst the TPS is to be commended for trialling them, a balanced approach is needed to ensure that TPS meets its obligations of safety for prisoners and staff while at the same time ensuring that as much as possible, prisoners are not confined to their cells. The ideal situation would be for TPS find a solution to allow extended open hours that staff are also happy with.

⁹ In some instances it is necessary to lock down a facility for a range of reasons including, amongst other things, staff shortages and security incidents.



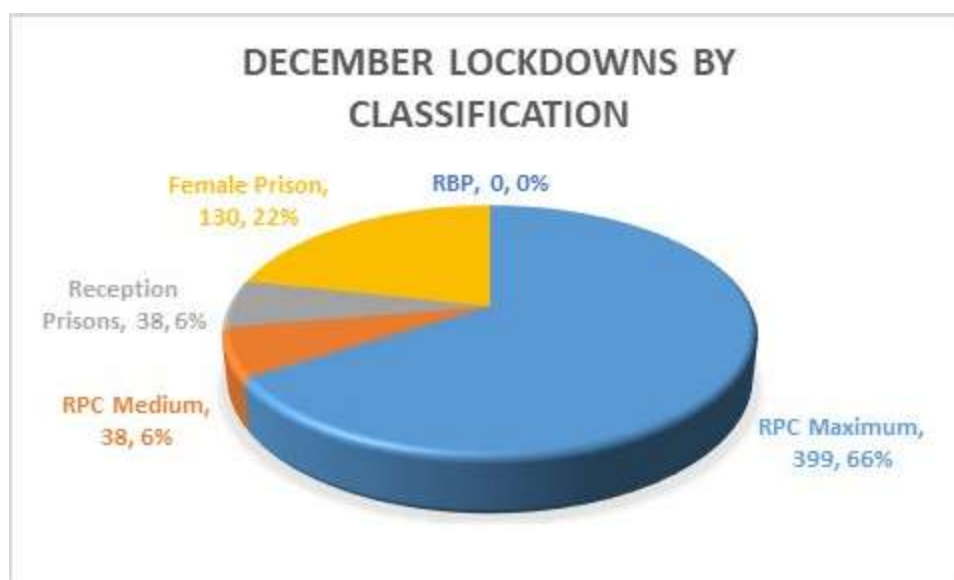
6 Distribution of lockdowns

The information recorded in the *TPS OOCH Register* also showed that lockdowns occurred more frequently within Risdon Prison Complex (RPC) maximum security units. This was previously highlighted in my *Inspection of Adult Custodial Services in Tasmania, 2018: Custody Inspection Report*.

Maximum security units recorded 399 lockdowns for the month, the majority of these were recorded in the Apsley unit. The Apsley unit has had its original capacity doubled with all cells in the unit being fitted with bunk beds. These cells are designed to be single cells, that is, accommodated by one person only, thus the unit population is well over design capacity. Due to prisoner numbers in that unit, and in order to safely manage prisoners within its infrastructure, the unit regime has been moved to one of restricted walk groups.

The following chart shows a breakdown of lockdowns per unit/sub-unit in all TPS facilities for December 2020.

Figure 4: December 2020 Lockdowns by Classification



Source: TPS OOCH Register

Figure 4 shows that most lockdowns occurred in the RPC maximum units, where capacity is currently at 117%, that is, there are more prisoners accommodated in maximum security than the prison design capacity. The impacts of lockdowns in these units particularly are compounded by high prisoner numbers. The impacts are discussed at 7 – Impact of lockdowns. As to the female prison, at MHWP the breakdown of lockdowns based on classification was Medium High 33; Medium Low 30; Minimum 26; and Maximum 41. The number of lockdowns at MHWP in December was significant, totalling 130 lockdowns for a population of approximately 45 prisoners.

I have previously raised with TPS that lockdowns, if necessary, should be distributed across different facilities so that any one particular area is not constantly locked down, or the first 'port of call' to be locked down. TPS implemented a strategy of static or structured lockdowns to address staff shortages, whereby if there were insufficient staff on a particular day, morning or afternoon, the strategy outlined which accommodation unit or facility would be locked



down. The strategy document acknowledges that:

This in the immediate to short term is a sensible approach to maintain order and safety; however it is neither sustainable nor safe in the long term to keep prisoners confined to their cells for extended periods.

It appears though that the strategy cannot always be adhered to, especially in instances where the staff shortage is such that more than one accommodation unit or facility needs to be locked down. So it continues to be the case that maximum security facilities are the most impacted by lockdowns. It is startling, and causes grave concern, that there could be 399 lockdowns in the maximum security facilities in a period of only 31 days. This situation needs to be urgently addressed by TPS.



7 Impact of lockdowns

7.1 Prisoners

While the effects of continued lockdowns vary from one prisoner to another and depend on a range of factors, some individuals are more vulnerable to the negative effects of lockdowns, particularly for those prisoners with pre-existing mental health issues and learning disabilities. The three main factors normally associated with long term and continued lockdown situations are:

- social isolation both from other prisoners and staff;
- reduced ability to attend activities including personal visits; and
- loss of autonomy and control over almost all aspects of daily life.

Each of these factors is potentially distressing. Together they can create a potent and dangerous mix, with risks to the safety of staff and other prisoners.

My Inspection of Adult Custodial Services in Tasmania: Custody Inspection Report 2018 highlighted the impact of lockdowns on prisoners accessing reintegration and rehabilitation services:

The impact of lockdowns is severe and wide ranging. During lockdowns, prisoners have limited access to education, therapeutic counselling and criminogenic programs. Additionally, lockdowns have an impact on family and significant relationships, with planned visits cancelled on short notice, and prisoners experiencing difficulties accessing telephones. The inspection also found that lockdowns limit TPS in delivering reintegration and rehabilitation services.

All of these impacts significantly reduce the chances of success when prisoners are released back into the community.

Lockdowns also impact greatly on prisoner healthcare. I am advised that lockdowns have led to a dramatic reduction in Correctional Primary Health Services' ability to see prisoners in clinic, especially over the last year. I am advised that when a facility is locked down all routine work stops and only emergency work is facilitated.

7.2 Impact on correctional staff & non-correctional staff

It is a general misconception that prison lockdowns reduce the workload on correctional staff and give them a quieter work day. The reality is the exact opposite – lockdowns impact heavily on correctional staff workloads, especially if the lockdowns are as a result of staff shortages.

During a full lockdown, the regular day to day tasks normally performed by prisoners for themselves or by prisoner workers for other prisoners must be performed by correctional staff. These tasks include such things as delivery of meals and canteen orders, and organising clothing and laundry. There are also extra tasks with escorting prisoners to workplaces, court escorts, professional visits or health services. In essence, besides



performing their normal everyday duties (including security related tasks) correctional staff are required to provide prisoners with all their daily needs. If the lockdown is due to staff shortages, these extra tasks put higher amounts of stress on already overworked staff. This tends to result in even more cases of sick leave and workers compensation and, in turn, more staff shortages and perpetuating lockdowns.

Apart from increasing workloads, correctional staff must also deal with locked down prisoners who would naturally prefer to be unlocked and following the usual prison regime. Feelings of frustration and anger at being locked down can easily lead to safety issues for both prisoners with other prisoners and prisoners with staff. My officers report that for the most part, prisoners are understanding of lockdowns particularly when they relate to staff shortages, and appreciate that correctional staff work to ensure that lockdowns are the last resort and where possible, arrangements are made so that their accommodation unit can be unlocked for a full or part day. This is not always possible though, and when frequent lockdowns continually impact prisoners, their access to visits, telephones and rehabilitation and reintegration activities, that understanding can quickly fade.

The impact of lockdowns on non-correctional staff are as significant as on correctional staff, but in different ways. Limited or no access to prisoners makes it nearly impossible for non-correctional staff to complete their normal duties of delivery of programs, therapeutic services, sentence management tasks, planning for prisoner releases and other related tasks. This can impact heavily on staff morale and causes a high degree of frustration amongst non-correctional staff.

The impact of lockdowns on non-correctional staff was such that criminogenic programs were not offered to prisoners in RPC in 2020. TPS attempted to deliver several criminogenic programs in RPC in 2019 but continued disruption due to lockdowns resulted in incomplete and heavily drawn out programs. Research suggests that incomplete criminogenic program treatment can correlate with an increased risk of recidivism. TPS therefore determined that these programs would only be delivered in minimum security facilities where lockdowns are less prevalent. It would seem counterintuitive not to address the criminogenic needs of maximum security classified prisoners, arguably being those most in need of rehabilitative services.

7.3 Impact on legislative obligations, human rights and inspection standards

Lockdowns for whole day periods and longer generally mean that there is no exercise time with access to fresh air for the lockdown period. In these instances, TPS consistently, and over an extended period, fails to meet its legislative obligation as set out in Section 29 of the Corrections Act:



29. Rights of prisoners and detainees

(1) Every prisoner and detainee has the following rights:

(a) if not ordinarily engaged in outdoor work, the right to be in the open air for at least an hour each day if the facilities of the prison are suitable for allowing the prisoner or detainee to be in the open air; ...

TPS also contravenes the United Nations' *Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)* in these instances:

Rule 23 1. Every prisoner who is not employed in outdoor work shall have at least one hour of suitable exercise in the open air daily if the weather permits.

Rule 42 General living conditions addressed in these rules, including those related to ... access to open air and physical exercise ... shall apply to all prisoners without exception.

The common occurrence of full day lockdowns also results in inspection standards, against which my office inspects custodial centres, not being met. The *Inspection Standards for Adult Custodial Services in Tasmania* at 53.6 provides:

Every prisoner who is placed in segregation must be able to exercise in the open air for at least two hours every day.

Inspection Standard 99.1 provides:

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.

Inspection Standards 143.4 and 143.7 further provide:

The prison regime should not aggravate the suffering inherent in imprisonment.

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.

As noted previously in Figure 3, most of the TPS secure facilities did not provide at least 10 hours a day outside cells.

In this regard, the Apsley unit in particular is of note. Even when the unit is unlocked, the prisoners accommodated there are subject to restricted walk groups so that TPS can maintain safe staff to prisoner ratios and a safe number of prisoners out of cell at any one time. In December 2020, there were 20 days where the unit was locked down for extended periods in both the morning and afternoon, limiting the OOOH available to the walk groups within that unit.

It is not uncommon for the Apsley unit to be locked down for consecutive days, with recent examples including:

- 23 to 29 October 2020 (7 days) – all day lockdowns apart from being unlocked for one afternoon on 27 October 2020



- 7 to 11 August 2020 (5 days) – all day lockdowns apart from being unlocked for one morning on 11 August 2020.

It should be noted that the Apsley cells are all single capacity in design but most cells have had bunkbeds installed and are doubled up with two prisoners accommodated in each cell. There is no privacy for the prisoners accommodated in these cells to use the toilet or shower and very little open space to share when they are locked down.

Frequent lockdowns can only be said to aggravate the suffering inherent in imprisonment, but this is exacerbated by the conditions in Apsley.

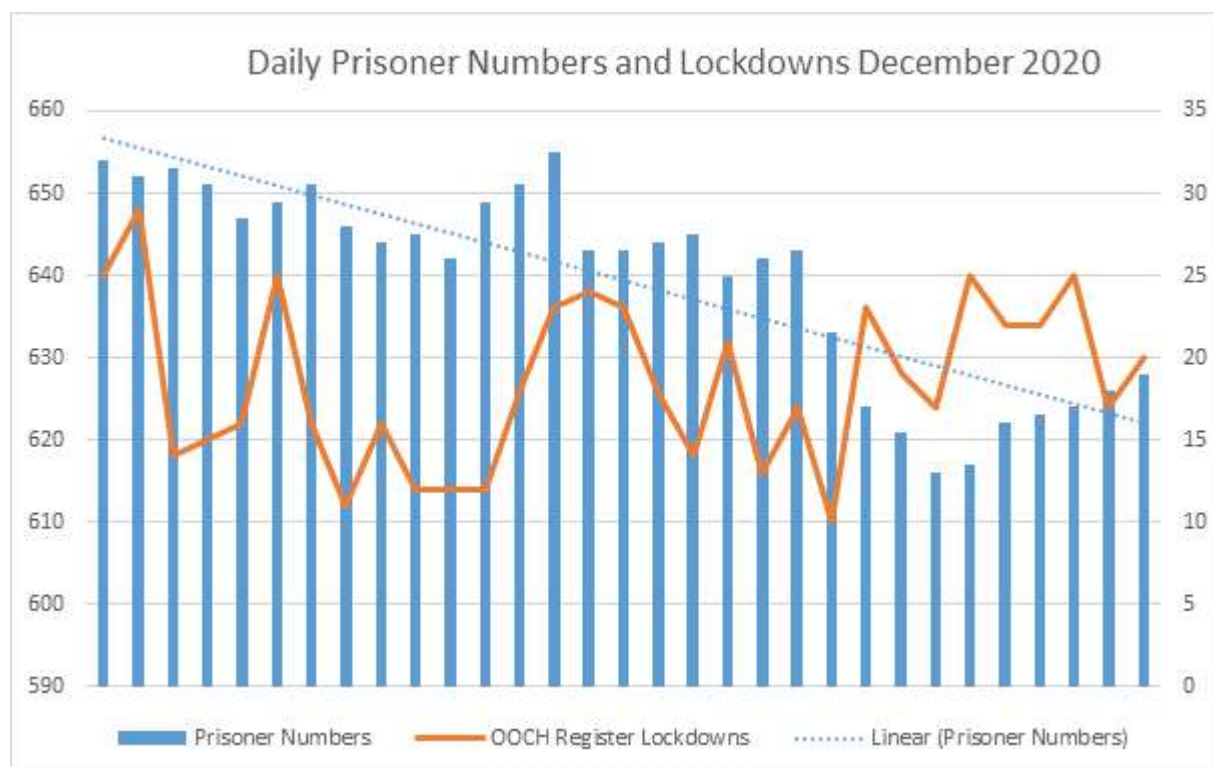
7.4 Do increasing prisoner numbers result in increased lockdowns?

The RoGS 2020 indicates that the prison population in Tasmania has slowly been rising with the average daily number of prisoners in 2010-11 being 474 and in 2018-19, 653.

Given the OUCH have been decreasing at the same time prisoner numbers have increased, this review considered whether there was a link between prison population and lockdowns; were lockdowns more frequent when prisoner numbers were higher?

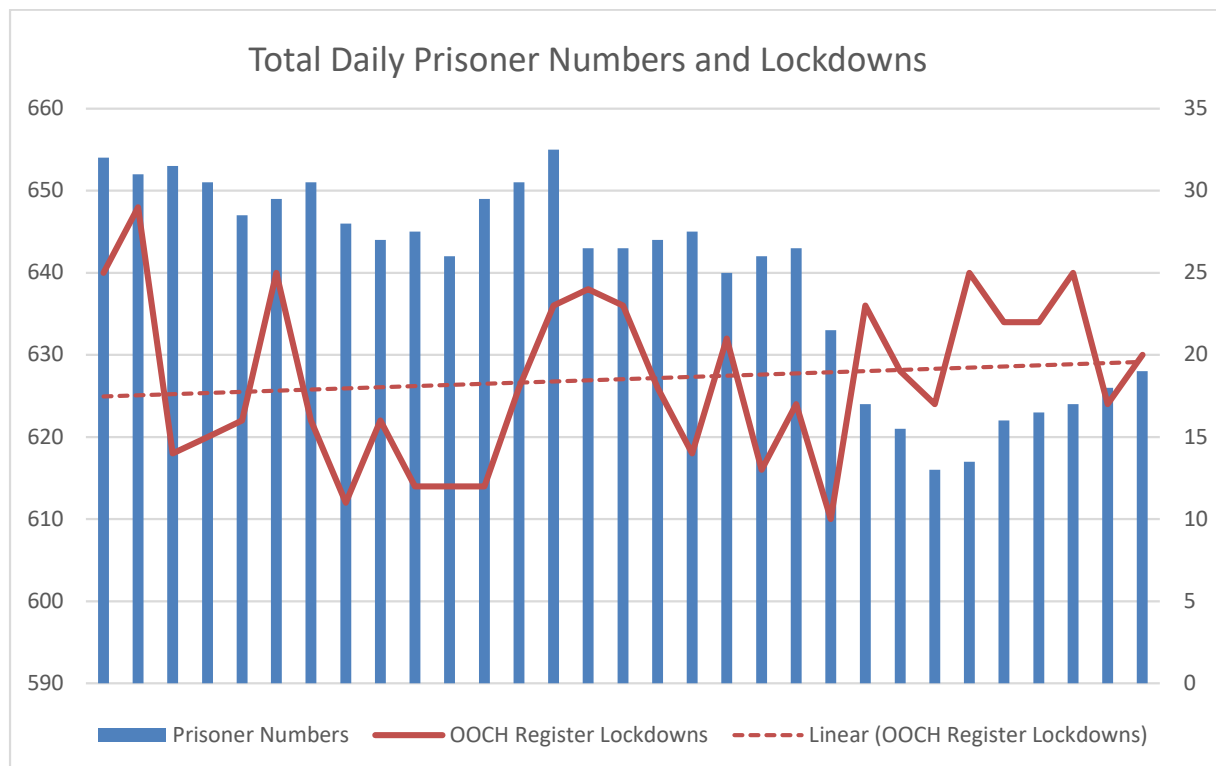
The charts below show the daily total prisoner population and the daily number of lockdowns recorded for the month of December 2020 – the first showing prisoner numbers decreasing and the second showing lockdowns remaining steady and slightly increasing. These figures are drawn from the raw data in the *TPS OUCH Register* and should be used as a guide only. This is because TPS had not validated the data at the time it was provided to the Custodial Inspector.

Figure 5: Daily Prisoner Numbers and Lockdowns – December 2020



Source: TPS OUCH Register

Figure 6: Total Daily Prisoner Numbers and Lockdowns



Source: TPS OCH Register

The charts above show the reduction in prisoner numbers had no effect on the number of lockdowns, which actually increased as the prisoner population decreased throughout the month.



8 Recommendations

I recommend that TPS:

1. reviews the TPS reporting framework to eliminate unnecessary recordkeeping and reduce the burdensome load of duplicated manual data entry;
2. reviews the information recorded in the facility briefs with a view to standardising the reports for consistency across all facilities;
3. provides face to face training to facility staff in relation to entering data into the *TPS OOOH Register*, during either the Correctional Supervisors training course or the First Class Correctional Officers training course, to ensure data is entered consistently and accurately, and to reduce the amount of validation and correction of data being completed by the Performance and Compliance unit;
4. ensures all unlock and lockup times for prisoners are accurately recorded by correctional staff each morning and afternoon such that true records are maintained for statistical and reporting purposes;
5. reviews the long term planning models of prisoner number and staffing levels used to ensure it is operationally ready for any future increases in prisoner numbers, and as a means to reduce the number of lockdowns due to staff shortages;
6. implements measures to ensure that the basic human rights of prisoners are met by providing at least one hour per day out of cell; and
7. ensures that strategies are in place so that prisoners are able to access all scheduled medical appointments regardless of whether a unit or facility is locked down.



Appendix 1 – DoJ Response

Comments

The Department of Justice values the role of the Custodial Inspectorate and appreciates the work of the Inspector to contribute to the continuous improvement of the custodial environment.

The Department is committed to ensuring prisoners' right to time out of cell is actively monitored and upheld, and continues to explore a variety of strategies to minimise the likelihood of lockdowns in Tasmanian prison facilities. The TPS management and staff take a planned and structured approach to managing prisoners' time out of cell and the use of lockdowns. Lockdowns may occur where there is an operational requirement to properly manage prisoner behaviour and conduct, necessary security protocols or where staff shortages and absences affect the normal operation of the prison.

It is important to note that when lockdowns occur, essential services and prisoner supports are still maintained. The majority of prisoners continue to have access to televisions, and in-cell radios, books, educational material and other activities. It is also important to note that in most instances prisoners will not be confined within their cells during a lockdown, but within their accommodation units or divisions.

Out of Cell Hour Data 2020-21

The Department is required to report prisoner time out of cell data in accordance with national counting rules for the Report on Government Services.

Due to significant work across the TPS, the time out of cells for Tasmanian prisoners, as a weighted average (based on prisoner population), has significantly increased in 2020-21 since the TPS started to return to more 'normal operations' in late 2020 following the COVID-19 pandemic.

OOCH (Weighted Average)	Column Labels									Grand Total	
	2020						2021				
	Row Labels	July	August	September	October	November	December	January	February		March
Open				16.08	15.21	16.18	16.18	15.75	16.86	17.00	16.27
Secure	6.24	6.08		6.95	7.35	7.35	9.01	8.94	9.18	8.68	7.72
Grand Total	6.24	6.08		7.00	7.50	7.55	9.21	9.12	9.40	8.94	7.87

Whilst Tasmania has the highest recorded average time out of cells in 'open' accommodation across Australian jurisdictions (as per the 2021 Report on Government Services), only a small percentage of the prisoner population are accommodated in the O'Hara Independent Living Units, Tasmania's only 'open' rated facility. Higher populations in 'open' security increase



the overall time out of cell result, as they have increased time out of cell availability. This makes comparison with other Australian jurisdictions (who generally have a higher 'open' population) difficult, resulting in Tasmania's overall performance appearing significantly poorer.

In late 2020, the Department implemented a new reporting process for the capturing of time out of cell data for prisoners. This new reporting process saw a move away from reporting lockdown hours for prison facilities only, to now reporting the Out of Cell Hours for each unit / precinct or whole facility. This change in process has greatly improved the accuracy of data, and addresses a previous recommendation made by the Custodial Inspectorate. It is noted that the change in reporting requirements had only been introduced for one month when this review was undertaken and therefore full gains from the new reporting process are yet to be realised. The Department will continue to monitor this process and provide relevant training and support to staff to capture data accurately.

The TPS is also currently in the process of formalising the new 'core days' across all facilities, which will see prisoners actively engaged in planned activities for extended periods during the day. The new process will aim to extend out of cell hours, providing greater availability for prisoners to attend programs and education. Extended out of cell hours for prisoners have been rolled out across a number of TPS facilities, and once delivered in full, will significantly contribute to the rehabilitative outcomes for prisoners through greater access of programs and education.

Recruitment

The Department continues to work towards increased prisoner's time of out of cell through significant Correctional Officer recruitment.

In 2020, there were three recruit schools with a total of 75 new correctional officers employed within the TPS. The final 12 recruits, graduated at the end of February 2021. Additionally there were four staff who joined the TPS from other jurisdictions, completing a two week bridging course, bringing the total of new correctional officers employed in 2020 to 79. The TPS is currently in the process of further recruitment.

While staff shortages continue to impact upon the normal operations of the prison system, in particular the Risdon Prison Complex (RPC), this is now to a lesser degree since the increase of staffing.



Response to Recommendations

Recommendation	Response/Acceptance Level
1. TPS reviews the TPS reporting framework to eliminate unnecessary recordkeeping and reduce the burdensome load of duplicated manual data entry.	Supported - Existing Initiative The Department introduced a new reporting process in late 2020. Continual review of this reporting process will take place. The implementation of Justice Connect will address this recommendation further.
2. TPS reviews the information recorded in the facility briefs with a view to standardising the reports for consistency across all facilities.	Supported - Existing Initiative The TPS continues to review different reporting processes to determine best practice and reduce unnecessary duplication. The automation of reporting under Justice Connect is also expected to address this further.
3. TPS provides face to face training to facility staff in relation to entering data into the <i>TPS OUCH Register</i> , during either the Correctional Supervisors training course or the First Class Correctional Officers training course, to ensure data is entered consistently and accurately, and to reduce the amount of validation and correction of data being completed by the Performance and Compliance unit.	Supported in Principle The Performance and Compliance Unit continues to provide guidance and support to facility staff when required. Training material has also been developed. The TPS will consider face to face training in the future if needed.
4. TPS ensures all unlock and lockup times for prisoners are accurately recorded by correctional staff each morning and afternoon such that true records are maintained for statistical and reporting purposes.	Supported - Existing Initiative The new reporting process was implemented in 2020 which requires facility staff to record unlock and lock-up times for prisoners. The TPS will continue to monitor this process to ensure accuracy with reporting.



Recommendation	Response/Acceptance Level
5. TPS reviews the long term planning models of prisoner number and staffing levels used to ensure it is operationally ready for any future increases in prisoner numbers, and as a means to reduce the number of lockdowns due to staff shortages.	Supported - Existing Initiative Work in this area has been undertaken during recent roster reviews and in preparation for the Southern Remand Centre. Review of prison populations and staff requirements is continual, and will always form the basis of accommodation planning and recruitment strategies going forward.
6. TPS implements measures to ensure that the basic human rights of prisoners are met by providing at least one hour per day out of cell.	Supported - Existing Initiative The TPS has measures in place to ensure that prisoners receive the most time out of cell wherever possible. These measures include the management of staffing levels through recruitment and redeployment; the continual review of scheduled time out of cells and the core day in areas / units; and a lockdown strategy. The TPS will always aim to deliver on a prisoners' right to receive a minimum of one hour in the open air, and this is only not delivered in circumstances where all possible options have been exhausted.
7. TPS ensures that strategies are in place so that prisoners are able to access all scheduled medical appointments regardless of whether a unit or facility is locked down.	Supported - Existing Initiative Medical appointments are prioritised, and rescheduled only in exceptional circumstances. The TPS continues to work with Correctional Primary Health Services to strengthen processes to ensure that prisoners are able to access medical appointments regardless of lockdowns.



Abbreviations

CIS	Custodial Information System, the prisoner record management system used by TPS
CO	Correctional Officer
FFCO	First Class Correctional Officer, a correctional officer with at least five years' experience, a rank between regular correctional officer and correctional supervisor
MHWP	Mary Hutchinson Women's Prison, the only female prison in Tasmania, accommodating minimum security, medium security and maximum security prisoners. MHWP consists of the following units: ○ Vanessa Goodwin Cottages – minimum security ○ Hartz – medium low and medium high security ○ Wellington – maximum security

Non Correctional Staff

Non uniform staff who provide services such as programs, therapeutics, administration, sentence management and preparation for release

OOCH	Out of Cell Hours, the hours prisoners are not confined to their cells or accommodation units
------	---

RBP	Ron Barwick Prison, accommodating minimum security and medium low security male prisoners, and also minimum security prisoners in the self-contained O'Hara Cottages
-----	--

Restricted walk group

A restricted walk group is a management tool used by TPS within accommodation units whereby prisoners undertake time out of cell as individuals or in individual groups, rather than as a whole population of the unit.

RoGS	Report on Government Services, an annual report produced by the Australian Government's Productivity Commission which provides information on the equity, effectiveness and efficiency of government services in Australia
------	--

RPC	Risdon Prison Complex, comprising the maximum security and medium security men's prisons in Tasmania. RPC consists of the following units: ○ Barrington - medium security ○ Rosebery - medium security ○ Sorell - medium security ○ Gordon - medium security ○ Kara - medium security ○ Rowallan - medium security ○ Burbury - medium security
-----	--



- Derwent A and B - maximum security
- Apsley - maximum security
- Huon - maximum security
- Mersey - maximum security
- Tamar - maximum security
- Franklin - maximum security
- Inpatients - maximum security

TPS Tasmania Prison Service



PAGE INTENTIONALLY LEFT BLANK





OFFICE OF THE
CUSTODIAL INSPECTOR
TASMANIA

