

Custodial Operations Policy and Procedures

21.9 Governance structures

Policy summary

The governance structure of each correctional centre must be comprised of a:

- Correctional Centre Management Team (CCMT),
- Union Consultative Committee (UCC),
- Health and Safety Committee (HSC),
- Justice Health & Forensic Mental Health Network Committee (JH&FMHNC) Committee
- Correctional Centre Review Committee (CCRC), and
- Community Consultative Committee (CCC).

This document outlines the composition, role and consultation commitments of these groups.

Management of Public Correctional Centres Service Specifications

Service specification	Professionalism and accountability
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Scope

This section applies to all correctional centres and other facilities administered by or on behalf of Corrective Services NSW (CSNSW).

It also applies to all CSNSW employees, and where relevant to other personnel such as, JH&FMHN, contractors, subcontractors, visitors, and other government organisations and community groups conducting a business with CSNSW.

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Governance structures

1.1 Policy

Correctional centres must have various governance structures to ensure the effective management of the centre. Governance structures that must be formed within a correctional centre include:

- Correctional Centre Management Team (CCMT)
- Union Consultative Committee (UCC)
- Health and Safety Committee (HSC)
- Justice Health & Forensic Mental Health Network Committee (JH&FMHNC)
- Correctional Centre Review Committee (CCRC)
- Community Consultative Committee (CCC).

Governor's or the Officer in Charge (OIC) of the correctional centre must ensure that the *Correctional centre issues register* is reviewed in all meetings where issues relate to those matters considered by the Team/Committee. For example, the Correctional Centre Issues Register must be a standing agenda item for the CCMT.

1.2 Correctional centre issues register

Each correctional centre must have a *Correctional centre issues register*. This register is a useful tool for:

- ensuring communication of issues with key stakeholders
- providing a mechanism to seek and act on feedback
- managing and addressing issues
- identifying subsequent actions/resolutions.

Staff should complete a *Staff issues* form and submit it to the authorised staff member who will be responsible for including the issue into the Register. The authorised staff member is to be determined by the Governor or MOS in charge.

Issues raised should be brief and to the point, and may include:

- updates or variations to post duties
- variation to structured day
- operational processes within the correctional centre
- training required
- WHS issues/occupational concerns.

Issues recorded within the register must not include names of staff members, or issues with personnel. Any such issues must be managed in line with grievance policies and procedures.

This process should not be used to raise issues that should be resolved through discussion with a direct manager, or through other dispute resolution options (i.e. human resources, the Professional Services Branch).

All issues included in the register should be allocated a priority level as determined by when the issue was raised, and the impact that it has on the correctional centre. For example:

- ‘**Low**’ should be allocated to new issues and those that have a minor impact on the correctional centre. These issues should be resolved within 4 weeks.
- ‘**Medium**’ should be allocated to all issues that have not been resolved within 4 weeks, or have a moderate impact on the correctional centre. These issues should be resolved within 2 weeks.
- ‘**High**’ should be allocated to all issues that have not been resolved within 6 weeks, or have a significant impact on the correctional centre. These issues should be resolved within 1 week or as soon as reasonably possible.
- ‘**Ongoing**’ should be allocated to any issue for noting that does not significantly impact on the correctional centre, and is not able to be resolved at this point in time (e.g. allocation of extra space for desks).

If a collective issue has been raised by staff, such as during the staff monthly meeting, the delegate may submit a *Staff issues* form on behalf of the group to the authorised officer.

The Governor/MOS in charge is responsible for identifying staff responsible for actioning any issue items noted in the register, and for communicating outcomes to staff. A master copy of the register must be saved and managed in EDRMS for the correctional centre.

1.3 Procedures for correctional centre issues register

	Procedure	Responsibility
1.	Identify an authorised officer within the correctional centre who will be responsible for: <ul style="list-style-type: none"> • receiving <i>Staff issue</i> forms, and • updating the <i>Correctional centre issues register</i> <p>Note: The authorised officer is not responsible for actioning any issue items, or for communicating outcomes to staff.</p>	Governor/MOS in charge
2.	Submit <i>Staff issue</i> form to authorised officer for inclusion into the register.	All correctional centre staff
3.	Update the <i>Correctional centres issue register</i> that is saved in EDRMS for the correctional centre. Note: Instructions on how to include information into the register are noted in the excel document.	Authorised officer
4.	Refer to the <i>Correctional centre issues register</i> at each governance meeting and ensure all issues are allocated to a responsible person for actioning.	Governor/MOS in charge

	Procedure	Responsibility
5.	<p>Ensure that all issues are managed and resolved within an appropriate time-frame.</p> <p>Note: If an issue has been prioritised as ‘ongoing’ these should be revisited during yearly correctional centre reviews to consider if any changes may resolve these issues.</p>	Governor/MOS in charge

1.4 Correctional Centre Management Team

Each correctional centre must have a CCMT. The CCMT is responsible for:

- leading and overseeing the centre’s daily operations
- local decision-making
- ensuring communication flows seamlessly between each business unit
- ensuring the centre meets its budget, KPIs and performance targets.

A CCMT is chaired by the Governor or delegate (refer to **Tables 1-3** under section 2 **Membership tables** of this policy for CCMT membership composition). The CCMT may include other members as deemed appropriate to the centre’s needs.

The CCMT must meet fortnightly or monthly (as determined by the Governor). All discussions held within these meetings are confidential. For further information about CCMT meetings see the *CCMT Meeting Agenda*, and the *CCMT Terms of Reference (TOR)*.

1.5 Union Consultative Committee

The UCC oversees the exchange of information between the correctional centre and vocational groups and provides a forum for local discussion.

The UCC is chaired by the Governor or (refer to **Tables 1-3** under section 2 **Membership tables** of this policy for UCC membership composition). The custodial membership of the UCC may vary to align with the staffing model of the centre.

The UCC must meet monthly or as necessary. All discussions held within these meetings are confidential. For further information about UCC meetings see the *UCC Meeting Agenda* and *UCC TOR*.

1.6 Health and Safety Committee

In line with Division 4 of the *Work Health and Safety Act 2011*, the Health and Safety Committee (HSC) provides a forum for consultation on work health and safety matters. The HSC is responsible for:

- facilitating cooperation between managers and workers by instigating and developing measures to ensure the health and safety of workers
- assisting in the development of standards, rules and procedures relating to work health and safety
- monitoring and reviewing assaults on staff by inmates.

The HSC is chaired by the Governor or delegate (refer to **Tables 1-3** under section 2 **Membership tables** of this policy for general HSC membership composition). The HSC may include other members as deemed appropriate to the centre's needs.

The HSC must meet monthly and all discussions held within this meeting are confidential.

Assaults on staff:

A HSC member must be nominated to monitor all reported assaults on staff in the correctional centre. All assaults on staff will be reviewed by the HSC at each monthly meeting.

If a staff member was injured from an assault, then the HSC must convene an out of session meeting within three to five days.

The HSC will review assaults in line with the *HSC Staff Assault Guidelines*. The review should include consideration of all relevant:

- IRMs
- Inmate OIMs case notes and alerts
- Incident/witness reports
- After action review reports forms
- Inmate discipline action forms
- Inmate misconduct reports
- Any other relevant documentation.

The HSC will put forward any recommendations on what actions or systems may be implemented to:

- improve staff safety generally
- prevent or minimise the risk of staff being further assaulted by the inmate.

For further information about HSC meetings see the *HSC Meeting Agenda*.

For information on HSCs refer to the Department of Communities & Justice [Health and Safety Representatives](#) and [Health and Safety Committees](#) intranet pages. This page can also be accessed via Justice Intranet > Human Resources > Work Health and Safety > Consultation and Communication.

1.7 Justice Health & Forensic Mental Health Network Committee

The JH&FMHNC oversees the delivery of health and mental health services within the correctional centre.

The JH&FMHNC is chaired by the Governor or delegate (refer to Tables 1-3 of this policy for JH&FMHNC membership composition). The custodial membership of the JH&FMHNC may vary to align with the staffing model of the centre.

The JH&FMHNC must meet monthly or as required, and all discussions held within this meeting are confidential. For further information about JH&FMHNC meetings see the *JH&FMHNC Meeting Agenda* and *JH&FMHNC TOR*.

JH&FMHNC meetings may be incorporated into the CCMT Meetings. This is at the discretion and in agreement of the Governor or Manager of Security (MOS) in charge of the correctional centre, and the JH&FMHNC.

1.8 Correctional Centre Review Committee

The Governor or MOS in charge of the correctional centre must establish a CCRC that broadly represents the correctional centre's staff and business partners, including:

- Governor or MOS in charge of the correctional centre
- FMs (Accommodation, Security, Intelligence, Case Management, Structured Day)
- Business Manager or Finance and Administration Manager
- Industries Manager
- MOSP
- ComCor Manager
- Senior Psychologist.
- Prison Officers Vocational Branch (POVB) representatives
- Commissioned Officers Vocational Branch (COVB) representatives
- Representatives from other vocational groups, where appropriate

The CCRC is responsible for:

- reviewing the operations of the correctional centre. At least annually -
- making recommendations to improve the effectiveness and efficiency of the correctional centre
- preparing the Correctional Centre Review Package (CCRP) under the direction of the Governor or MOS in charge of the correctional centre.

Any variation must be discussed at the CCMT, and the relevant managers should communicate the information to their teams at the next available opportunity.

The CCRC must be meet at least twice during the eight-week period to develop and consult on the preparation and finalisation of the CCRP (refer to **COPP section 21.13 Yearly correctional centre reviews** for further information). The CCRC may also be convened as necessary to consider correctional centre variations (**refer to COPP section 21.14 Correctional centre variations**).

2 Membership tables

2.1 Table 1 (Large Centres)

Governance Structure	Membership	Meeting Frequency
Correctional Centre Management Team (CCMT)	<ul style="list-style-type: none"> • Governor • Manager of Security (MOS) • FM (Case Management, Security, Accommodation, Intelligence, Structured Day) • Industries Manager • Business Manager • ComCor Manager • MOSP • Senior Psychologist 	Fortnightly or monthly
Union Consultative Committee	<ul style="list-style-type: none"> • Governor • MOS • FM (Accommodation, Security) • All vocational groups of PSA • Teachers Federation (if ILC) 	Monthly or as necessary
Health and Safety Committee	<ul style="list-style-type: none"> • Governor • MOS • FM (Accommodation, Security) • Business Manager • Industries Manager • WHS Representatives 	Monthly or as necessary
JH&FMHN Committee	<ul style="list-style-type: none"> • Governor • MOS • FM (Accommodation, Security) • Business Manager • Nurse Unit Manager (NUM) 	Monthly or as necessary
Correctional Centre Review Committee	<ul style="list-style-type: none"> • Governor • MOS • FMs (Accommodation, Security, Intelligence, Case Management, Structured Day) • Business Manager • Industries Manager • MOSP • ComCor Manager • Senior Psychologist • POVB representatives • COVB representatives • Representatives from other vocational groups, where appropriate 	As necessary (refer to subsection 1.8 Correctional Centre Review Committee of this policy)

2.2 Table 2 (Medium Centres)

Governance Structure	Membership	Meeting Frequency
Correctional Centre Management Team (CCMT)	<ul style="list-style-type: none"> • Governor • FM (Case Management, Security, Accommodation, Intelligence, Structured Day) • Industries Manager • Finance and Administration Manager (FAM) • ComCor Manager • MOSP • Senior Psychologist 	Fortnightly or monthly
Union Consultative Committee	<ul style="list-style-type: none"> • Governor • FM (Accommodation, Security) • All vocational groups of PSA • Teachers Federation (if ILC) 	Monthly or as necessary
Health and Safety Committee	<ul style="list-style-type: none"> • Governor • FM (Accommodation, Security) • FAM • Industries Manager • WHS Representatives 	Monthly or as necessary
JH&FMHN Committee	<ul style="list-style-type: none"> • Governor • FM (Accommodation, Security) • FAM • NUM 	Monthly or as necessary
Correctional Centre Review Committee	<ul style="list-style-type: none"> • Governor • FMs (Accommodation, Security, Intelligence, Case Management, Structured Day) • FAM • Industries Manager • MOSP • ComCor Manager • Senior Psychologist • POVB representatives • COVB representatives • Representatives from other vocational groups, where appropriate 	As necessary (refer to subsection 1.8 Correctional Centre Review Committee of this policy)

2.3 Table 3 (Small Centres)

Governance Structure	Membership	Meeting Frequency
Correctional Centre Management Team (CCMT)	<ul style="list-style-type: none"> • MOS • FM • Industries Manager • FAM • ComCor Manager • MOSP • Senior Psychologist 	Fortnightly or monthly
Union Consultative Committee	<ul style="list-style-type: none"> • MOS • FM • All vocational groups of PSA • Teachers Federation (if ILC) 	Monthly or as necessary
Health and Safety Committee	<ul style="list-style-type: none"> • MOS • FM • FAM • Industries Manager • WHS Representatives 	Monthly or as necessary
JH&FMHN Committee	<ul style="list-style-type: none"> • MOS • FM • FAM • NUM 	Monthly or as necessary
Correctional Centre Review Committee	<ul style="list-style-type: none"> • MOS in charge of the correctional centre • FM • FAM • Industries Manager • MOSP • ComCor Manager • Senior Psychologist • POVB representatives • COVB representatives • Representatives from other vocational groups, where appropriate 	As necessary (refer to subsection 1.8 Correctional Centre Review Committee of this policy)

3 Community Consultative Committee

3.1 Policy

The CCC assists with the development and maintenance of positive community relationships, promotes local community involvement and provides a forum for local community consultation.

The committee is comprised of a minimum of five members and a maximum of nine members, including the Governor of the correctional centre.

Committee membership should be representative of the local community and balanced in terms of the groups represented. Where practicable the committee should include a representative from at least two of the following areas:

- the magistracy
- courts administration
- local government
- the Police or other emergency services
- Community Corrections
- local agencies and organisations providing services to offenders
- local residents
- the council
- local hospitals
- local industry.

Efforts should also be made to recruit committee members from Aboriginal, culturally and linguistically diverse groups where such groups comprise a significant part of the inmate population.

3.2 Operation of the committee

The Governor of the correctional centre is responsible for convening committee meetings and should attend all meetings, where practicable.

The committee should appoint a chairperson for a period of 12 months.

The charter for CCCs should be considered and agreed to at the first meeting of the committee. Modifications may be made to accommodate local circumstances where necessary. New committee members are to be issued with the committee charter prior to attending their first meeting.

Committee meetings should be held at least once every three months. The frequency of committee meetings must be determined by members of the committee.

A quorum of at least three members is required to hold a meeting.

Guest speakers may be invited to attend meetings with the agreement of the chairperson (e.g. community organisations requesting assistance).

Administrative support associated with meetings of the committee is to be provided by the correctional centre where the committee is located.

3.3 Nomination of committee members

The Governor should seek written nominations from interested individuals and groups in the community.

Invitations can be made by letter or by advertisement. Nominations, with the Governor's recommendation, are to be submitted to the relevant Director, Custodial Operations for approval.

3.4 Appointment of committee members

The relevant Director, Custodial Operations may appoint committee members for a period of up to two years.

The appointment may be renewed at the end of that term. If the person appointed is appointed in a representative capacity of an agency (e.g. NSW Police Force (NSWPF)), that person may nominate another person from the same agency to attend committee meetings in their absence.

Changes to committee members should be staggered so that there is a reasonable continuity of membership. It is also important that changes are made to the membership of committees from time to time in order to provide the opportunity for other interested and qualified parties to seek appointment as committee members and enable a diverse cross-section of community representation and ideas.

3.5 Re-appointment of committee members

If a member representing an organisation resigns before completion of their term, another representative may be appointed for the remainder of that term.

At the end of each member's term, the Governor should seek written nominations. The same organisations need not necessarily be represented for a second term.

3.6 Termination of a committee member's appointment

The relevant Director, Custodial Operations can terminate the appointment of a committee member or the operation of a committee in their region at any time.

This action may be taken where a committee member does not attend regularly or where the committee member's continued participation is considered no longer appropriate.

The relevant Director, Custodial Operations is to submit a written report to the Assistant Commissioner, Custodial Corrections on the termination of a committee member or a committee.

3.7 Record keeping

Minutes of each meeting must be taken, recording attendance, matters raised and decisions made. Copies are to be kept by the Governor and a copy forwarded to the relevant Director, Custodial Operations and all committee members.

An annual report should be made to the relevant Director, Custodial Operations each financial year detailing all the activities undertaken by the committee in order to achieve its objectives e.g. the number of inmates who have worked on community projects in the correctional centre and in the community, and the total number of projects generated by the committee in the correctional centre and in the community.

3.8 Provision of information to the committee

The Governor must ensure that the committee has all necessary information to assist in its deliberations except where:

- access needs to be restricted for security reasons
- the information could be subject to privacy legislation
- the information infringes an individual offender's right to confidentiality of personal information.

3.9 Constraints on the committee

Committee members must be required to give an undertaking that information provided to them will not be the subject of discussion or comment outside of committee deliberations except if they are a government agency representative, to enable them to brief their agency.

Consideration should be given to the costs of any undertakings to the community and the possible supply of materials by the recipient organisation.

Committee members are not bound by CSNSW media policy. However, CSNSW staff on the committee must not make any public comment without prior approval of the Commissioner.

3.10 Conflict of interest

Where there is a conflict of interest, or a perceived conflict of interest exists concerning the decisions of the committee and the business activities of committee members, the Governor must:

- note this in the minutes of the meeting,
- remove the committee member from the decision-making process, and
- send a report outlining the issue to the respective Director, Custodial Operations.

Further information about the CCC can be found in the *CCC TOR*.

4 Quick links

- [Related COPP](#)
- [Forms and annexures](#)
- [Related documents](#)

5 Definitions

CCC	Community Consultative Committee
CCRC	Correctional Centre Review Committee
CCRP	Correctional Centre Review Package
CCMT	Correctional Centre Management Team
COPP	Custodial Operations Policy and Procedures
COVB	Commissioned Officers Vocational Branch
CSNSW	Corrective Services New South Wales
HSC	Health and Safety Committee
HSR	Health and Safety Representative
JH&FMHN	Justice Health & Forensic Mental Health Network
JH&FMHNC	Justice Health & Forensic Mental Health Network Committee
FM	Functional Manager
ILC	Intensive Learning Centre
MOI	Manager of Industries
MOS	Manager of Security
MOSP	Manager of Offender Services and Programs
NUM	Nurse Unit Manager
NSWPF	NSW Police Force
POVB	Prison Officers Vocational Branch
PSA	Public Service Association
TOR	Terms of Reference
UCC	Union Consultative Committee
WHS	Work Health and Safety

6 Document information

Business centre:	Custodial Operations	
Approver:	Kevin Corcoran	
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1.0	16/12/18	Initial publication (<i>Replaces section 8.30 of the superseded Operations Procedures Manual</i>)
1.1	06/02/19	Update to frequency requirement for Correctional Centre Management Team (CCMT) meetings. Formerly meetings were required weekly/fortnightly
1.2	21/06/19	Updated to include information regarding Correctional Centre Issues Register, Staff Issues Form and Correctional Centre Review Committees.
1.3	26/07/19	Inclusion of requirement to include POVB, COVB and other vocational group representatives in the CCRC
1.4	12/03/20	General formatting update and improvements